



## NEWS: EUROPE

# Pöhl breaks silence about Maastricht

# EU provides Yeltsin with pre-poll boost

By David Marsh,  
European Editor

MR Karl Otto Pöhl, who resigned after 11 years as president of the German Bundesbank two years ago, has broken his silence and has spoken out about "defects" in the Maastricht treaty on European union.

In two lectures this week at the London School of Economics, the man who was once Europe's best known central banker and is now part-time chairman of the well capitalised Cologne-based Sal Oppenheim private bank.

left a 500-strong audience in no doubt of his scepticism about the likely impact of the European Monetary Institute. The EMI is being set up in Frankfurt next year to supervise the next stage of the planned move to European economic and monetary union (Emu).

He risked inflaming old wounds with Chancellor Helmut Kohl, with whom relations have soured because of Mr Pöhl's criticism in 1990-91 of the financing of German reunification.

Mr Pöhl said mistakes over introducing the D-Mark into eastern Germany were partly

to blame for German budgetary imbalances which have caused the Bundesbank to maintain tight money. This had worsened the European recession, and made Emu prospects "much less favourable".

Mr Pöhl referred defiantly to his celebrated remarks in March 1991 that the aftermath of German monetary union had been a "disaster". The controversy stirred by these comments helped lead to his resignation, and rankles still with Mr Kohl. "The Chancellor did not like the remark. But it was not wrong," Mr Pöhl said.

Although he took care not to criticise directly Mr Kohl or the present Bundesbank leadership, Mr Pöhl took issue with the central bank's reliance on monetary targets to guide interest rate policy. "Money supply figures should be used with caution," he said.

On the next stage of Emu, Mr Pöhl dampened some European politicians' hopes that the EMI will have a role in monetary decision-making. "You must always be aware that the EMI will have no decision-making powers. This is something the Bundesbank will always insist on. The Bundesbank is not ready to share responsibility with this new institution."

Trying to sound diplomatic, he added: "The creation of the EMI in Frankfurt might appear a rather academic event without much practical relevance. I wouldn't say that. It could be useful in some respects to continue the work of the European committee of central bank governors to develop tools for a common monetary policy. But this could also be carried out by the governors' committee."

Mr Pöhl said the main issue facing Europe was combating unemployment and opening the west to the former eastern bloc. "We can't solve these problems by establishing a monetary institution in Frankfurt."

Because of "hidden unemployment", he said the true figure for unemployment in Germany was between 5m and 6m compared with the official total of 3.5m. "It's the same problem in Spain or France."

Mr Pöhl said the Maastricht treaty dealt more with the past than the future. "I'm not sure whether a treaty which seeks to establish monetary and political union in the west is the right answer to those countries [in central and eastern Europe] who say they are also part of the European community and European culture."

THE European Union is to provide a showcase for President Boris Yeltsin of Russia in Brussels next month on the eve of the European summit - and of his own parliamentary elections.

Mr Jean-Luc Dehaene, the Belgian prime minister and holder of the EU presidency, said last night after meeting Mr Yeltsin in Moscow that he had invited the Russian leader to Brussels on December 9 to sign a declaration of intent preparatory to a signing of the Treaty of Partnership between the EU and Russia, which for technical reasons cannot be signed until the end of December.

The European summit is on December 10 and 11, and the Russian elections are on December 12.

Mr Alexander Shokhin, the Russian deputy premier who has, with Sir Leon Brittan, the Brussels trade commissioner, thrashed through the agreement which was finally approved in principle earlier this week by EC foreign minis-

ters, said that all matters of principle had been settled and all main compromises made. "It now only remains to put these principles into a detailed language," he said.

The Partnership Treaty should usher in a closer political and economic dialogue between the EU and Russia.

Mr Dehaene said that Russian exports to the EU countries were eight times more than to Japan and 27 times more than to the US, while the member countries contribute 65 per cent of the assistance to Russia. He said that yesterday's visit by himself and Mr Jacques Delors, the Commission president, was the beginning of a series of meetings which would put the dialogue between Russia and the EU on the same footing as between the EU and the US and Japan.



Captured Bosnian Muslim troops being guarded by Serb soldiers north of Sarajevo yesterday

## Sarajevo evacuations resume

By Laura Silber in Sarajevo

SERB forces yesterday released two Bosnian government bodyguards, who had been abducted from a UN armoured car, prompting Sarajevo authorities to resume the evacuation of Serb civilians from the besieged capital.

UN officials said the two guards from the Bosnian interior ministry, who had been escorting the Roman Catholic Archbishop of Sarajevo but were seized by Serb gunmen and held for

three days, were handed over to UN mediators at Lukavica, the Serbian garrison on the outskirts of Sarajevo.

But while Serb commanders appeared to cave in to UN pressure to free the two men, UN officials yesterday said they continued to block the passage of humanitarian aid to Muslim enclaves designated as "safe areas".

• Belgrade economists say inflation is running at 0.5 per cent an hour, spurring claims by the government of brighter economic prospects

## Czech inflation near 20%

CZECH consumer prices rose by 1.1 per cent in October bringing the year-on-year inflation rate to 19.9 per cent since October 1992, the Czech Statistical Office reported yesterday, writes Patrick Blum in

Vienna. The strongest increases were recorded for communications and food products. Analysts expect inflation for the whole of 1993 to overshoot the government's 15-17 per cent target.

## UK bucks trend of plunging sales of new cars

By Kevin Done,  
Motor Industry Correspondent

WEST European new car sales fell by an estimated 15.1 per cent in October to 902,000 per

Demand has dropped sharply for 10 months in succession, as the European motor industry suffers its steepest sales decline of the post-war period.

New car sales in the first 10 months of the year declined by 15.3 per cent to 9.8m, according to industry estimates, with 1.7m fewer cars sold so far this year than in the corresponding period of 1992.

• The UK remains the only significant market in west Europe, where new car sales are rising - albeit from a depressed level - with an increase year-on-year of 15.5 per cent in October and of 11.1 per cent in the first 10 months.

Sales in the UK are being boosted by the most aggressive marketing campaigns ever mounted, as carmakers seek to gain a larger share of the only growing market.

Among the volume carmakers, the Volkswagen group of Germany and the Fiat group of Italy have lost most ground this year, with sales ploughing by around 21 per cent in the first 10 months.

Rover group, the vehicle subsidiary of British Aerospace, is the only significant carmaker in Europe to have increased its sales volume. It has been helped mainly by the increase in the UK market.

## WEST EUROPEAN NEW CAR REGISTRATIONS January-October 1993

	Volume (Units)	Volume Change(%)	Share (%)	Share Change(%)
<b>TOTAL MARKET</b>	9,796,000	-15.3	100.0	100.0
<b>MANUFACTURERS:</b>				
- Volkswagen group	1,800,000	-20.8	16.6	17.4
- Volkswagen	1,050,000	-20.5	10.7	11.5
- Audi	271,000	-34.9	2.8	3.1
- Seat	226,000	-19.2	2.3	2.4
- Skoda	44,000	-14.5	0.4	0.4
- General Motors	1,289,000	-11.4	13.0	12.4
- Opel/Vauxhall	1,040,000	-10.9	12.5	11.9
- Saab	1,222,000	-23.1	0.3	0.4
- PSA Peugeot Citroen	1,190,000	-14.1	12.2	12.1
- Peugeot	723,000	-14.7	7.4	7.4
- Citroen	470,000	-14.4	4.8	4.8
- Renault/Volvo	1,172,000	-15.7	12.0	12.0
- Renault	1,020,000	-15.5	10.5	10.5
- Volvo	143,000	-16.9	1.5	1.5
- Fiat	1,146,000	-14.0	11.7	11.5
- Ford Europe	1,130,000	-14.0	11.6	11.4
- Fiat groups	1,020,000	-21.3	11.1	10.8
- Fiat	616,000	-22.5	6.3	6.7
- Lancia	152,000	-20.7	1.7	1.7
- Alfa Romeo	108,000	-23.0	1.1	1.5
- Nissan	346,000	-9.8	3.5	3.2
- BMW	376,000	-17.5	3.2	3.3
- Rover	306,000	-12.9	3.1	3.0
- Mercedes-Benz	291,000	-17.1	3.0	3.0
- Toyota	272,000	-5.0	2.8	2.8
- Mazda	177,000	-27.4	1.7	2.0
- Honda	130,000	-10.4	1.4	1.3
- Mitsubishi	120,000	-12.7	1.3	1.2
- Total Japanese	1,208,000	-12.0	12.3	11.9
<b>MARKETS:</b>				
Germany	2,727,000	-18.5	27.6	26.0
Italy	1,610,000	-22.1	16.4	17.9
United Kingdom	1,577,000	-12.1	16.1	12.2
France	1,418,000	-17.3	14.4	14.8
Spain	820,000	-25.1	8.3	7.2

\*WV holds 27 per cent and management control of Renault. Includes cars imported from US and sold in Venezuela. \*\*Fiat holds 40 per cent and management control of Seat Automobile. \*\*\*Renault and Volvo plan merger in January 1994. Presently listed through closely cross-shareholding. \*\*For group includes Lancia, Alfa Romeo, Innocenti, Pavesi and Maserati. Maserati holds a 20 per cent stake in Rover vehicle operations.

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It's one thing to gain customers. It's another to keep them. The strength of your business depends largely upon your ability to sustain a relationship with customers.

3. Do you generate as much business from each customer as you want?  Yes  No

A critical component of business growth is increased sales content. To maximize each business opportunity, you need a way to leverage your entire organization - to bring it totally to bear at the point of customer contact.

4. Do you really know what your customers want?  Yes  No

Are you alert to every product your customers could use? Every service that might interest them? Every transaction they're prepared to make? Every sale they'll allow you to follow through? Are you thoroughly plugged into your market?

5. Does your entire organization know what your customers want?  Yes  No

A customer orientation has limited value unless it's embedded in the very heart of an enterprise - at all levels, and at every place that directly or indirectly involves the customer.

6. Is your information strategy focused on helping you hear what your customers and markets are trying to tell you?  Yes  No

The next best thing to reading your customers' minds is listening to what they're saying. But unless you're constantly tuned in to customers' signals, you're missing messages that could guide you to greater results for your business.

7. Can your organization respond quickly to what customers and markets are telling you?  Yes  No

When the flow lines of your information system are not within your customers' reach, you won't always sense when opportunity knocks. But even if you do, getting the message is not enough. If you can't reply rapidly to market signals with information, products and services, revenue opportunities will pass you by.

8. Does your information strategy enable the proactive delivery of information to your customers?  Yes  No

Many business plans underestimate the power of information to build customer relationships. But imagine the advantage of an information technology strategy that transforms information into customer-generating, revenue-generating fuel.

9. Are the full capabilities of your organization accessible to your customers at all locations?  Yes  No

Business is built on customers. Without them, there is no bottom line. Government is also built on customers. The ability for a company to compete in the business of commerce or the business of government, no objective of an information strategy is more fundamental than enhanced customer service.

10. Does your information strategy reflect the bottom-line importance of customer service?  Yes  No

Business is built on customers. Without them, there is no bottom line. Government is also built on customers. The ability for a company to compete in the business of commerce or the business of government, no objective of an information strategy is more fundamental than enhanced customer service.

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## NEWS: WORLD TRADE

# US public opinion swings behind Nafta

By Nancy Dunn in Washington

THE FIGHT over the North American Free Trade Agreement yesterday shifted outside Washington to the Congressional districts of members, sampling public opinion at home during this Veterans' Day holiday weekend.

The pro-Nafta forces, exulting over the debate victory of Vice President Al Gore over Texas billionaire Ross Perot, hoped they had finally captured the elusive momentum necessary to carry them to victory in the House vote next Wednesday. A USA Today/CNN poll of debate watchers found support for the trade pact between the US, Canada and Mexico

had shot up from 34 per cent before the debate to 37 per cent after it.

Arthur Andersen & Company yesterday released a survey, by its tax

their businesses and national economies," said Mr Charles Heeter Jr, Arthur Andersen associate partner. Congressman Robert Matsui, leader

A USA Today/CNN poll found that support for the trade pact shot up from 34% before the Gore/Perot debate to 57% after it

and business advisory service, which found that large majorities of executives of medium-sized companies in Canada, Mexico and the US strongly support Nafta.

"Executives in all three countries

overwhelmingly believe it will help

of the House Nafta proponents, yesterday predicted that returning House members would find a turnaround in the public mood.

Opponents, however, believe widespread fear over job losses will outweigh any new-found enthusiasm for

Nafta. "The only thing that matters is the economy," said Mr Christopher Whalen, Washington trade consultant. "The political equation still is going to be that congressmen who vote for Nafta will have to look for other employment next year."

To blunt any momentum for the administration, Congressman David Bonior, an anti-Nafta whip, on Wednesday announced that he had 319 of 434 members pledged to vote against the pact. However, he needs at least 10-12 votes more than the majority to prevent last-minute switches, as the Administration increases its pressure.

The Administration this week has

picked up 10 public endorsement

votes, and claims to have a total of 192. It is publishing a free 800 telephone number with the offer to voters to send, free of charge, pro-Nafta telegrams to their congressmen.

Around the country, the opposition troops are planning rallies, marches, town hall meetings and "accountability meetings" with congressmen. Ms Lori Wallach, an anti-Nafta leader, said Nafta would be won or lost in the congressmen's home districts.

Washington will not be bereft of activity over the long weekend. The anti-Nafta Citizens' Trade Campaign is bringing "Nafta Claus" to the Capitol to distribute gifts in a parody of the president's effort to sell Nafta to a reluctant Congress.

# Germany bids for DM3bn China deals

By Quentin Peel in Bonn

GERMAN industrialists are

hoping to sign contracts worth

up to DM3bn (£1.2bn) in China

next week, when Chancellor

Helmut Kohl leads a top-level

delegation for talks in Beijing,

Shanghai and Guangzhou.

Among the deals expected to

be finalised are the purchase of

six Airbus A300 aircraft, worth

some DM500m, and the

DM700m contract for an 18km

stretch of underground railway

in Canton, to be built by a con-

sortium headed by Siemens

and AEG.

Around half the cost of the

underground railway is

intended to be financed with

soft loans from the German

development ministry, on the

grounds that it is not a com-

mercial project.

A further contract, also part

financed with development

loans, is for DM165m worth of

railway wagons for the Chi-

nese railway system, to be pro-

vided by Deutsche Waggonbau,

one of the biggest east German

enterprises still to be success-

fully privatised.

Some 40 chief executives of

German companies are expec-

ted to travel with the Chan-

cellor on his week-long trip,

including Mr Edzard Reuter,

the head of Daimler-Benz. Mr

Heinrich von Pierer of Sie-

mens, and Mr Ferdinand Pisch

of Volkswagen.

Daimler-Benz troubled Deut-

sche Aerospace subsidiary has

soared by more than 50 per

cent in the first half of 1993, to

reach almost DM10bn, while

Chinese exports to Germany

increased by a more modest 12

per cent to DM7.5bn, accord-

ing to German figures.

The Chancellor's visit is seen

as a big effort by the German

government to support Ger-

man industry in its new drive

for Asian markets, which offi-

cials admit have been

neglected in the past.

On departure from China, he

will visit Hong Kong for talks

with Mr Chris Patten, the Brit-

ish governor, underlining Ger-

many's commitment to a "har-

monious solution" between

Beijing and London on the

future of the colony, according

to officials in Bonn.

# Scepticism grows over access to Japan's markets

THE Japanese government's

deregulation programme has

been billed as an initiative that

will add trillions of yen to

domestic jobs and create a

million jobs, but many foreign

companies in Japan are scepti-

cal that tinkering with a few

rules and regulations will actu-

ally open Japan's doors to

more foreign imports, writes

Michiyo Nakamoto in Tokyo.

A group of foreign-affiliated

companies' managers in Japan

has launched a scathing attack

on the government's efforts to

enhance access to Japan's mar-

kets and has called on the gov-

ernment to take concrete mea-

sures such as setting targets

for foreign market share in

specific products and indus-

tries, in order to realise the full

benefits of deregulation.

In a report published this

week, the Foreign-Affiliated

Companies Management Asso-

ciation notes that no matter

how many laws are changed,

the bureaucratic red tape that

hampers foreign penetration of

Japanese markets is unlikely

to change without a fundamen-

tal change in the way govern-

## BAe in talks over Swedish fighter

British Aerospace is negotiating to become a partner in Sweden's latest jet fighter, the JAS-39 Gripen. David White, Defence Correspondent, reports.

The British company has confirmed it is in discussions with Saab-Scania, part of the Swedish consortium building the light-weight fighter, which is already in production. A deal may involve component supplies and marketing support. BAE was already associated in development of the Gripen, and provided the first sets of wings.

The Gripen, described by its manufacturers as the world's first light-weight multi-role combat aircraft, was set back by accidents involving a test aircraft in 1989 and then the first production aircraft, which crashed in August because of problems with its sophisticated electronic flight control system.

Saab is a partner in the venture along with Volvo Flygmotor, Ericsson and FFV. The consortium has firm orders for 140 of the aircraft for the Swedish air force, for delivery between this year and 2001.

BAE, which has a strong foothold in the Middle East and Asia, would seek to market the Gripen beyond the traditional group of Swedish military aircraft clients, which has been restricted to other Scandinavian countries and Austria.

### Israel opens telephone tender

Israel yesterday opened the tender for a second cellular phone service to compete with the existing monopoly operated by Motorola in partnership with Bezeq, Israel's state-owned telephone company. Julian Ozanne reports from Jerusalem.

A number of international companies are among consortiums competing for the tender. Among bidders are BellSouth in partnership with the Safra brothers and Discount Investments; Southwestern Bell with Clai and the Aurec Group; McCaw, Telrad, Pacifica Investments and Belzberg group; Bell Atlantic with Danker Investments and IBM investments; the Elbit, GTE, Canadian Telecom group.

The consortiums have three months to bid for the tender which will initially be a 10-year license with an option for a further six years. The tender will be supervised by Israel's Ministry of Communications which expects an investment of \$70-130m. The ministry has said that a foreign company may hold up to 80 per cent control of corporations competing for the tender if a majority of its directors are Israeli resident in Israel. Bidders must also have a paid-up capital of at least \$200m (£132m) and have a 25 per cent shareholder which has been operating a mobile phone system with 100,000 subscribers for at least three years.

### Kuala Lumpur transit finance

A much delayed mass transit system for Kuala Lumpur, the Malaysian capital, was given a boost yesterday with the signing of a M\$851m (£224m) financing package for the project. Kieran Cooke reports from Kuala Lumpur. The state-owned Bank Bumiputra bank and the local branch of the Hongkong and Shanghai Bank were the main arrangers of the part finance for the light rail transit system, the first stage of which is due for completion in mid 1996.

AEG Westinghouse Transport of Germany and Taylor Woodrow of Britain have a joint 30 per cent stake in the project. Other foreign investors are American Assurance, a Singapore government investment agency and the pension fund of the Shell group in Malaysia. Local partners include a government controlled pension fund.

### Malaysian port to be expanded

The international engineering contractor Christiani and Nielsen (Thailand) is to increase the capacity of the Malaysian capital Kuala Lumpur's Port Klang by a fifth, after winning a contract worth M\$162m (£42.6m). William Barnes reports from Bangkok.

Christiani &amp; Nielsen, which has been associated with Port Klang's development since the 1950s will re-activate its Malaysian office. The work on two new wharfs, to be carried out by a 50:50 Malaysian joint venture company will double the port's existing capacity which is under some pressure from a boom in Malaysian exports.

Saudi Aramco and Calter

Petroleum of the US due to the

sharp demand for petro-

leum products resulting from

Japan's economic slowdown.

The joint venture would

have purchased two existing

refineries from Nippon Oil and

Nikko Kyodo, while building a

third in southern Japan.

Mr Yasushi Ebihara, manag-

ing director of Nippon Oil, said

his group was keen to proceed

with the project and build the

new refinery "as soon as possi-

ble," but Nikko Kyodo had

wanted, for economic reasons,

to postpone the project.

The Saudis said the deal had

fallen through over disagree-

ments between the Japanese

partners. They denied they had

welcomed its cancellation for

reasons of Saudi Arabia's own

persistent budget deficits, or

because Saudi Aramco is

undergoing the considerable

task of merging with Samares,

the state oil refining and mar-

keting arm.

The talks are understood to

be well advanced.

Nippon Oil, Nikko Kyodo announced on

Monday they were pulling out

of the proposed deal with

another possible deal.

ASIAN BUSINESS NEEDS ASIAN UNDERSTANDING

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## US growth is back but doubts remain

By Michael Prowse  
in Washington

THE QUESTION exercising the minds of US forecasters is not whether the pace of economic growth has accelerated - it undoubtedly has - but whether faster expansion will prove sustainable and whether it will put upward pressure on inflation and short-term interest rates.

The mood in the US bond market and, to a lesser extent, stock market last week was grim. The sudden wave of bond sales reflected investors' concern that faster growth would inevitably put upward pressure on prices, bringing forward the timing of a long-feared tightening of US monetary policy. But this negative reaction to recent statistics may have been hasty.

There are good reasons to believe that the pace of growth will taper off somewhat early next year and that inflation will remain subdued for at least another year.

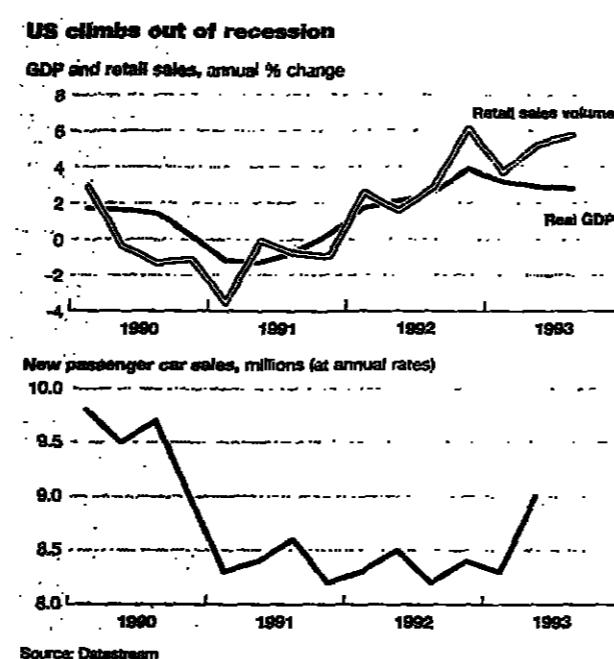
"The market's pessimism about the inflation outlook is hard to understand," muses Mr Jack Beebe, director of research at the Federal Reserve Bank of San Francisco. He says inflationary pressures have been gradually squeezed out of the economy in the past four or five years and predicts that consumer prices will rise less than 3 per cent

this year and by only about 2.5 per cent next year. Barring 1986, when the collapse of oil prices temporarily depressed inflation, this would be the best outcome since the mid-1980s.

Figures out this week threw frustratingly little light on underlying trends. The producer price index fell more sharply than expected last month, but consumer prices registered their biggest gain for six months - and the increase could not be entirely explained by higher petrol taxes. However, if Mr Beebe's optimistic forecast does prove correct, bond prices are likely to rally again, pushing yields back below 6 per cent.

Meanwhile, a short-term acceleration of economic growth is unquestionably under way. Gross domestic product grew at an annual rate of 2.8 per cent in the third quarter, excluding the negative effect of flooding in the mid-west, growth would have been about 3.5 per cent. This compares with disappointing annual rates of expansion of 0.8 per cent and 1.9 per cent respectively in the first and second quarters.

Economic statistics released in the past few weeks suggest the economy will be stronger still in the current quarter: the annual rate of growth could easily exceed 4 per cent. The



sharp fall in long-term interest rates is the first half of the year appears to have given the interest-rate sensitive sectors of the economy a powerful second quarter.

New home sales, for example, rose to a seven-year high last month. More new and existing homes are being sold than at any point in the Reagan boom of the 1980s, despite

adverse demographic trends. A 20 per cent vacancy rate is still holding back construction of new offices, but supermarket chains are again under construction as are industrial structures.

Led by heavy purchases of computers, real business equipment investment grew at an annual rate of 8 per cent in the third quarter after double-digit

increases in preceding periods. After allowing for inflation, consumers' purchases of durable goods grew at an annual rate of 7.5 per cent. Vehicle sales soared to a four-year high last month.

Other reliable barometers of economic health are also flashing green. The Purchasing Managers' Index - a guide to the fortunes of manufacturing industry - rose more than four points last month to 53.8 per cent, the highest level since February. Payroll employment rose 17,000 in October, more than analysts expected; factory overtime hours are at an all-time high while the average length of the work week is higher than at any point since the second world war. The slight rise in jobless - from 6.7 per cent to 6.8 per cent - was, paradoxically, also a sign of strength because it reflected a big increase in the number of people actively seeking work.

The big question, of course, is whether the more rapid growth can be sustained. The recovery of the past two years has been saw-toothed with periods of robust growth followed by near stagnation, as occurred at the beginning of this year.

Nearly all forecasters agree that the economy cannot sustain growth at an annual rate of above 4 per cent. The consensus view is that growth will

fall back to an annual rate of about 3 per cent next year. But some analysts are more pessimistic.

"I'm sceptical that a faster recovery has really taken hold," says Mr Bob Giordano, chief economist at Goldman Sachs in New York. He predicts that growth will decline to an annual rate of only about 2 per cent in the first half of next year.

He points out that growth is currently being boosted by temporary factors such as a run-down in personal savings and warns that the neutral fiscal stance of the past two years will turn contractionary in the new year as tax increases in the Clinton budget begin to bite on higher-income households.

Defence cuts, corporate restructuring and weak overseas economies, meanwhile, will continue to exert a negative pull on US growth.

Optimists will reply that US productivity trends are surprisingly strong. Productivity rose at an annual rate of 3.9 per cent in the third quarter and has grown at an average annual rate of 2.3 per cent since the end of the recession, considerably faster than in the upturn of the 1980s.

This lends credence to projections by Mr Beebe and others that the cycle of distillation is not yet complete.

## Venezuela poll leader vows to scrap reform

By Joseph Mann in Caracas

THE LEADING candidate in next month's presidential election in Venezuela, Mr Rafael Caldera, announced a policy platform yesterday that rejected market reforms introduced in Venezuela since 1989.

He also called for talks to ease the terms of the country's "oppressive and unjust" public sector foreign debt.

Mr Caldera, 77, said his "first

task as president would be to address the fiscal deficit by reducing spending in the 1994 government budget. However, this would not be achieved by firing public employees or cutting wages, he added.

In other policy areas, Mr Caldera said he would:

- Call for reforms of the constitution, including the establishment of referendums to approve leading policies and remove public officials (including the president) from office.
- Reform government, including public administration, the justice system, education, health and agriculture.
- Continue the process of decentralisation, but only if it produces greater efficiency in government.

## Argentina to sign N-treaty

By John Barham  
in Buenos Aires

ARGENTINA'S congress has finally ratified the 1987 Tlatelolco Treaty banning nuclear weapons from Latin America, breaking with its previous conviction that the treaty discriminated against developing countries' nuclear programmes.

The ratification on Wednesday night, is part of Argentina's wider, pro-western foreign policy strategy. At US insistence, it scrapped its Conductor II missile project in 1991, considered a proliferation threat, and has applied to join the Missiles Technology Control Regime.

Argentina and Brazil had attempted to develop independent nuclear weapon capabilities in the 1960s and 1970s, when both countries were ruled by military governments. However, technical and financial limitations aborted the programmes. They were formally scrapped with the

return to civilian rule in the early 1980s.

In November 1990 Argentina and Brazil agreed to bilateral procedures for accounting for nuclear materials and inspections of each other's installations, in addition to safeguards by the Vienna-based International Atomic Energy Agency. They agreed to ratify Tlatelolco after its inspection clauses were modified to protect industrial secrets.

The Foreign Ministry says Argentina also plans to sign the Nuclear Non-Proliferation Treaty, which controls nuclear materials at world levels. Like Tlatelolco, successive civilian and military governments once considered the NPT a discriminatory imposition of rich countries.

Argentina has two small nuclear power stations and a struggling civilian nuclear industry. The government plans to privatise the Atucha I and Embalse power stations as well as the Atucha II unit once construction is complete.

## Deregulation helps farmers and industry

ARGENTINA'S industry and farmers emerge as the main beneficiaries of the sweeping deregulation programme the government started four years ago, says a recently-published study, writes John Barham.

The report found that the elimination of taxes, fees and red tape has saved the traded goods sector, principally industry and agriculture, some \$455m (£335m).

Far from suffering from the elimination of taxes, government revenues should rise slightly, by about \$322m over the next three years, due to increased economic activity.

The study, by Mr Eduardo Sguiguria of the Economy Ministry, and Mr Ricardo Delgado, an economic journalist, is the first attempt to quantify the impact of deregulation.

Deregulation began with the first emergency measures taken to halt hyperinflation in 1989, shortly after President Carlos Menem took office. The programme took on greater impetus following Mr Domingo Cavallo's appointment as economy minister in January 1991.

It is one of the main features of Mr Cavallo's policies, which include privatisation of all state companies, trade liberalisation and tax reform.

Mr Cavallo scrapped dozens of rules, regulations and statutory bodies that had grown up over the past 60 years. Excessive bureaucracy was one of the causes of Argentina's economic decline and had led to widespread corruption.

Deregulation benefited exporters, struggling with an overvalued fixed exchange rate, with a 3 per cent improvement in competitiveness.

Charges at the port of Buenos Aires, once among the most expensive and least efficient in the world, have fallen

by up to by one-quarter. Farmers, combatting low commodity prices as well as the exchange rate, saw a 5.8 per cent increase in income.

Deregulation is attracting investment to industries such as mining and fishing that were once off-limits to foreign capital.

Financial markets boomed as tax and regulatory burdens were removed. Last year corporate bond issues hit almost \$2bn - about 18 times more than in 1990, before deregulation. The insurance industry grew by half in 1991-92.

The authors recognise it is hard to tell exactly how much of this growth is due specifically to deregulation and how much is to wider economic liberalisation.

The macroeconomic impact of deregulation measured by the study appears relatively slight, in spite of its big impact on individual sectors. The \$455m transfer to the traded goods sector is equivalent to just 0.2 per cent of gross domestic product.

However, Mr Sguiguria says the effects of deregulation are only just beginning to be felt. Experience in other countries indicates it takes about six years to take full effect.

The authors warn the deregulation process is still far from complete. Argentina's competition, bankruptcy and consumer protection laws are archaic. Remaining regulatory bodies must be strengthened. Informal oligopolies are successfully resisting competition.

The report criticises the often improvised nature of the deregulation plan and poor sequencing. This forced the government to retreat in some cases, such as its attempt to limit the privileges of the pharmaceutical industry.



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## NEWS: INTERNATIONAL

# Tense debate on austerity grips Beijing

By Tony Walker in Beijing

CHINA'S tense debate over curbs on an overheating economy surfaced in the official press yesterday with a spirited defence of the austerity-reform programme of Senior Vice-President Zhu Rongji.

Chinese newspapers featured prominently remarks by a deputy governor of the People's Bank claiming success in the austerity campaign as the Central Committee of the ruling Communist Party was due to begin discussions in Beijing of a new reform programme.

Mr Dai Xianglong, the central bank official, said bluntly: "In recent months China's financial departments have been blocking evil ways while opening correct roads." Mr Zhu and his team at the central bank, who have been presiding over a squeeze on credit in an effort to combat inflation, have been accused of stifling state enterprises, some of which are having difficulty paying workers.

Reports circulated in Beijing that Mr Zhu is in trouble politically for having pushed too hard with his economic stabilisation programme. But while there is no doubt he has offended powerful officials in the state sector and the provinces, there appears no alternative to his prescription for the economy.

This combines a squeezing of credit to "hot money" areas such as real estate with a redirection of funds to infrastructure, combined with determined efforts to reform China's inefficient financial system.

Mr Dai's remarks seem designed to claim victory for bringing the economy under control (inflationary pressures eased slightly in September), and to offer reassurance that the central bank is sensitive to the plight of state industry.

He said that, starting in August, the central bank had eased credit restrictions. In the first 10 months of the year banks had provided Yuan 30bn

(C4.4bn) more in loans than in the same period last year.

Mr Zhu, who also doubles as central bank governor, is certain to face sharp questioning at the Central Committee meeting over hardship caused to the state sector. The session is expected to last until the weekend, although true to tradition no details of when it would actually meet or how long it would sit have been released officially in advance.

The plenum will approve sweeping reforms in finance, taxation, trade and investment. Among important reforms is a new federal tax system designed to improve sharing of revenues between the centre and the provinces.

Mr Dai blamed lax policies earlier in the year for allowing an explosion in credit which had helped to fuel inflation. Money in circulation in June on an annualised basis had grown 54 per cent, the highest monthly rise ever. Mr Li Guixian, the previous central bank governor, was sacked in June and replaced by Mr Zhu Rongji. Among Mr Li's patrons was Premier Li Peng, who suffered a heart attack in April, undergoing a long convalescence.

The unusual public criticism of the previous regime at the central bank indicates that the leadership has been engaged in argument about implementing Mr Zhu's austerity package. He announced a 16-point plan in July to combat inflation and bring order to China's chaotic finances. Pressure was exerted on faltering state industries by squeezing credit.

# Leading Indian industrialists call for reforms

By Stefan Wagstyl in New Delhi

LEADING Indian industrialists have appealed to the government for measures to help them raise capital for their listed companies without over-diluting the founding families' shareholdings.

Eight entrepreneurs, the heads of some of India's largest companies, presented their demands on Wednesday in a report to Mr Manmohan Singh, the finance minister. Their proposals include permission for companies to issue non-voting shares and to buy stock at large discounts to stock market prices as well as changes in tax laws.

The appeal follows a month of meetings of conservatively-inclined industrialists at which concerns were raised about parts of the government's economic liberalisation programme. The businessmen, dubbed the Bombay Club after their first meeting in Bombay, have been accused of wanting a slowdown in reform and protection against foreign competition.

The entrepreneurs themselves deny this and say they support the pace and direction of liberalisation. The members of the Bombay Club include Mr Hari Shankar Singhal, chair-

man of the Delhi-based JK Organisation, and Mr LM Tharoor, chairman of Ballarpur Industries, a top papermaker.

Their chief concern is that the state-owned financial institutions which dominate the Indian stock market have permitted multinationals to raise their stakes in Indian affiliates from 40 per cent to 51 per cent by issuing stock at discounts of up to 90 per cent. Institutions have indicated they would not permit Indian companies to make similar cut-price issues.

The report to the finance minister also proposes permission for shareholders to pledge stock as security for bank loans, easing limits on corporate borrowing and permission to issue non-voting stock.

Foreign companies have secured government approval for direct investments worth Rs61.1bn (£1.3bn) in the first nine months of 1993, compared with Rs5.3bn in 1991 and Rs38.9bn last year.

The government said this was an unprecedented response to the new industrial policy from foreign investors, who had now pledged Rs104.1bn since reforms started in mid-1991. More than 90 per cent of the capital was intended for priority sectors such as power and oil refining or high-technology projects.

# Pakistan secures \$1.5bn in World Bank and IMF loans

By Farhan Bokhari in Islamabad

THE Pakistan government said yesterday it had finalised agreements to secure new loans worth \$1.55bn (£1.02bn) from the IMF and the World Bank over the next three years. The boards of both institutions and the Pakistani cabinet still need formally to ratify the deals but the formal announcement is expected early next year.

Mr V A Jaffery, the prime minister's adviser on finance and *de facto* finance minister, told journalists, an agreement had been reached to provide "assistance under the

Enhanced Structural Adjustment Facility (ESAF) and the Extended Finance Facility (EFF) from the IMF, and PSAL (Public Sector Adjustment Loan) from the Bank".

He said that the government expected to achieve a gross domestic product growth rate of at least 6.5 per cent a year, reduce inflation to 5 per cent and strengthen its international reserves significantly over the next three years.

It must also reduce the burden of domestic and foreign debt. Foreign debt rose to \$20bn - \$18.5bn long term and \$4.5bn short term - at the end of June 1993.

The announcement provided

fresh signs that many reforms introduced by Mr Moazzam Qureshi, the former prime minister, will remain on track. Mr Jaffery said the government had committed itself to continue with measures to improve tax collection, reduce tariffs, privatise state enterprises and deregulate the economy.

In response to questions on whether the inflation reduction target was a realistic one, Mr Jaffery said: "It is not an impossible target to achieve", adding that the government had three years to do so.

However, some officials privately expressed concern over the viability of such a commitment.

# Odd man out spurns Apec's US "party"

Malaysia's Dr Mahathir plans to stay away from Seattle next week, writes Kieran Cooke

DR Mahathir Mohamad, Malaysia's prime minister, is not afraid of being the odd man out.

Next week, representatives of 15 nations in the Asia Pacific meet in Seattle under the auspices of the Asia Pacific Economic Co-operation forum (Apec).

After a preliminary ministerial meeting, President Bill Clinton, as host, is due to hold an informal summit with other leaders. With several prime ministers and presidents in attendance, plus 2,000 of the world's media, get together will be the highest level confab ever held in the region.

But Dr Mahathir will not be there. The US, says Dr Mahathir, is trying to hijack Apec and set an agenda for the less powerful nations of east Asia to follow.

"I would have been happy to go to the summit if the proposal had come from Apec and had been debated and approved," says Dr Mahathir. "But this is undemocratic. Only one nation has

decided to have a summit and everyone is supposed to go along."

Apec was formed in 1989. Initially, membership comprised the six countries of Asean, the US, Canada, Japan, South Korea, Australia and New Zealand. In 1991, the "three Chinas" joined - China, Hong Kong and Taiwan, which is referred to as Chinese Taipei.

Dr Mahathir says Apec should remain a loose grouping principally concerned with helping the development of the Asia Pacific's weaker economies. Dr Mahathir, who has increasingly taken on the role of spokesman of the world's smaller nations, says Apec should include all countries on the Pacific rim, including Chile, Ecuador and Peru.

Apec, says Dr Mahathir, should not be turned into a trade group, a free trade area or an economic community like the EU, serving the interests of the economically strong countries involved. Yet, according to Malaysia, this is precisely what is happening.

"It [Apec] looks like some kind of a foreign guided jamboree with an imperialistic colour which may be politically exclusive," says Mr Ghazali Shafie, a former Malaysian foreign minister.

There is some support for Malaysia's views. The Asean countries do not want their organisation to be overwhelmed by any new Apec structure, though some, such as Singapore, are fervent Apec supporters.

Washington has denied any plan to turn Apec into a formal trade group, but Asean and other countries in the region are concerned that the US might try to use the threat of more concerted Apec action to force the pace of Gatt negotiations and win trade concessions from Europe.

Washington has emphasised the growth in trade taking place in the Asia Pacific region.

"In 1991, our two-way trade across the Pacific exceeded \$310bn (£205bn)," says Mr Paul Wolfowitz, a former US under

secretary of defence. "That's one third larger than our trade with Europe. The US exports more to Malaysia than to the countries of the former Soviet Union: more to Indonesia than to eastern Europe and more to Singapore than to Spain or Italy."

While east Asia has benefited considerably from this growth in trade, it does not want Apec to be seen as any sort of alternative to Gatt.

"The last thing we want is to become a bargaining chip between the US and Europe," said one Asean official.

Malaysia has been pushing for the formation of an East Asian Economic Caucus (EAEC) to counter what it sees as the emergence of trade blocs like the EU and Nato.

This, in many ways, would run counter to Apec, grouping Asean countries and the economies of north-east Asia including Japan and China, but excluding the US and Canada, a grouping one commentator referred to as a "caucus without the Caucasians".

Japan and the other Asian economies on the other.

While Malaysia has succeeded in placing the EAEC on the Asean agenda, the idea has only so far had a lukewarm response from countries in the region. Apec is still considering whether the EAEC should form an integral part of the organisation.

Japan has so far been non-committal: on one hand Tokyo wants to safeguard its estimated \$380bn investments in the Asean economies, but on the other it does not want to upset its already delicate trading relations with the US.

Dr Mahathir shows no sign of giving up on the EAEC. Mrs Rafidah Aziz, Malaysia's outspoken and fiery minister of trade, will be in Seattle pushing Dr Mahathir's views.

Apec will go ahead without the Malaysian prime minister. But Dr Mahathir was personally offended when Mr James Baker, the former US secretary of state, dismissed the idea of an EAEC, saying it would "draw a line down the Pacific" with the US on one side, and

## Protests in Lagos at 700% petrol price rise

By Paul Adams in Lagos

THOUSANDS of demonstrators took to the streets of Lagos and halted traffic on the city's main road in protest against a 700 per cent increase in the petrol price, introduced on Monday by the country's military-backed interim government.

The decision is likely to prove a critical test of the authority of Chief Ernest Shonekan, Nigeria's civilian head of state. Removing the petrol subsidy is an essential part of government efforts to revive a lapsed structural adjustment programme, and pave the way to an agreement with the International Monetary Fund and rescheduling of the country's external debt of more than \$30bn.

But the highly unpopular move could well upset Nigeria's fragile stability and lead to an upsurge in opposition, particularly in Lagos and the south west, stronghold of Chief Moshood Abiola, winner of last June's aborted presidential poll.

Speaking in the capital Abuja yesterday, Mr Shonekan made clear his determination to press ahead with economic reforms, and stressed the need to cut government spending and reduce the budget deficit.

"Despite political and legal obstacles, we will still go along to carry out our mandate," he said: "The interim government may be a child of circumstance, but it is high time we came to terms with the reality of our circumstances."

However the fuel price increase looks likely to provoke a further damaging confrontation with the trade unions, which brought Lagos to a halt earlier this year in protest at the cancellation of the presidential poll and the extension of military rule until fresh elections promised for February next year.

Yesterday the Nigerian Labour Congress warned that it would call for a strike on Monday unless the price increase was rescinded.

Demonstrators were also celebrating a ruling on Wednesday by the Lagos High Court that the former military leader, Gen. Ibrahim Babangida, had appointed Mr Shonekan as head of state hours after the general had himself resigned, making the appointment technically illegal.

# Australia jobless rate jumps to 11.2%

By Nikki Tait in Sydney

THE Australian jobless rate jumped to 11.2 per cent last month despite a strong rise in total employment, official figures released yesterday show.

This is highest level since December 1992 and the jump is certain to step up pressure on the federal government to address Australia's long-term

unemployment problem.

The figures showed that the seasonally-adjusted jobless rate had risen from 10.9 per cent in September. This increase came despite a strong rise in total employment in October, which most analysts interpreted as a sign the economy is strengthening. Some 32,200 jobs were added.

However, job-seekers entered or returned to the labour force in even

greater numbers, and the total number of unemployed people rose to 982,000. On a regional basis, unemployment rates were either steady or higher in most states. Western Australia was the one exception, posting a decline to 9 per cent.

"It's about time the prime minister made unemployment his number one priority," Mr Michael Woolridge, Liberal deputy leader, said.

# Jordanian delegation in Israel for secret peace negotiations

By Julian Ozanne in Jerusalem

A SEVEN-MAN Jordanian economic delegation is reportedly holding secret talks in Jerusalem with government officials and Israeli businessmen to iron out details of a secret Israeli-Jordanian peace agreement which focuses on economic co-operation between the two states.

According to the newspaper *Maariv*, the delegation is being led by the businessman who has the concession to operate Jordan's Aqaba port and includes representatives from Jordan's two leading banks, financial advisers and experts on sea and land transport. The delegation, which crossed the

Allenby bridge into Israel on Wednesday, will also visit Israel's port at Eilat.

The arrival of the delegation follows statements by Israeli government ministers and officials that an agreement has already been negotiated and finalised during secret talks between Mr Shimon Peres, Israel's foreign minister, and King Hussein of Jordan in Amman last week.

Foreign Ministry officials have refused to deny or confirm the meetings but have said they only expect the agreement to be signed early next year. Israel radio reported yesterday that King Hussein had asked Israel and the

United States to "put an end to the media festival" surrounding the secret deal.

In return for signing, Jordan will apparently receive relief from the US on its \$6.5bn (£4.3bn) external debt, including with \$360m of military debt.

Mr Yitzhak Rabin, Israeli prime minister, who is visiting Washington for talks with President Bill Clinton and the US Congress will press American leaders to help with Jordan's indebtedness and to arrange a possible signing ceremony in Washington. King Hussein is expected to visit Washington within weeks.

Under the Israeli-Jordanian agreement the two countries

will open their borders, establish full diplomatic relations and start a series of joint projects in tourism, joint port and energy. Disputed Israeli-held land around the Dead Sea and Arava desert will be formally handed to Jordan for long-term at a nominal price.

In anticipation of a signing Israel disclosed yesterday that it was already planning air and road links to Jordan. Israel's air force said it was ready to fly to Amman within 24 hours of being allowed to do so. The director of Israel's national public works said plans for a \$100m road highway linking Jerusalem to Amman were also complete.

all other developments. It is always the track in Washington, but there is more than one way to do something like this. He refused to elaborate if these meetings that were taking place or planned.

But he stressed it was critical for Israel and the PLO to meet the December 13 target date for the start of an Israeli troop withdrawal from the Gaza strip and the West Bank town of Jericho; he believed they would meet the deadline.

Mr Mousa, who helped broker the resumption of these talks in Cairo last week, said they are now proceeding "in a fine way; in a good way". The PLO-Israeli discussions continue in the Egyptian town of Taba on Monday.

He declined to say when the breakthrough might occur, and conceded Syria retained some suspicion over Israel's intentions, but said: "There is always the track in Washington, but there is more than one way to do something like this. He refused to elaborate if these meetings that were taking place or planned.

The essence of an Israeli-Syria deal was clear. "It has to be a full and total Israeli withdrawal from the Golan Heights and a full peace. Neither party would accept less than is in the Israel-Egypt agreement". The Israeli withdrawal could be phased, but "the phasing should be reasonable; we can't talk about five years or so, it must be a matter of months."

He also warned Israel against attempting to exercise dominion over the West Bank and Gaza.

# Israel-Syria outline peace pact 'likely soon'

By Roger Matthews and Mark Nicholson in Cairo

EGYPT believes an outline peace agreement between Israel and Syria is achievable by the end of this year.

President Hosni Mubarak, Mr Amr Mousa, foreign minister, and Dr Osama el-Bar, the president's top political adviser, have been encouraged by recent meetings with Syrian and Israeli leaders and now hope their unofficial deal can be breakthrough over.

Mr Mousa said in an interview that the progress in the negotiations between Israel and the Palestine Liberation Organisation meant the issues separating Israel and Syria could be addressed with more urgency.

"We are making progress

although I would not yet say that a deal is close. We have set a target date for the end of this year for the signing of a document on which both sides can agree," Mr Mousa said. He rejected the contention by Prime Minister Yitzhak Rabin of Israel that more time was needed for Israeli public opinion to take in the contents of the deal with the PLO.

"We believe a good deal between Israel and Syria could be absorbed and would be digestible. Our task is to get a good deal acceptable to public opinion on both sides.

## Asil Nadir lodges bribery allegation

By John Murray Brown  
In Ankara

MR MICHAEL JORDAN, administrator to Polly Peck International, the collapsed fruit to electronics group, yesterday appeared before the Istanbul public prosecutor's office to answer questions relating to allegations of bribery by Mr Asil Nadir, PPI's former chairman.

Mr Jordan and Mr David Kidd of Coopers and Lybrand, the UK auditors, were visited

by police in their hotel room in the Ciragan Palas Hotel late on Wednesday night.

Police took their passports and they were requested to appear the following morning, when they were questioned for 3 hours.

The prosecutor's move follows a complaint lodged by Mr Nadir's lawyer connected with the continuing dispute over ownership of A.N. Graphics, an Istanbul printing concern claimed by the administrators. Sources confirm the company to A.N. Graphics.

was transferred to Mr Nadir for "all consideration," just 3 days before the courts appointed the administrators in October 1990.

The bribery allegations relate to an internal memo, a copy of which Mr Nadir released yesterday. The administrators concede that the memo deployed what one official called "loose wording," including reference to the need for bribes to the customs to release a disputed piece of printing equipment belonging to A.N. Graphics.

On Wednesday, Ali Riza Cor

gun, Mr Nadir's lawyer in North Cyprus said the Turkish prosecutor had issued a warrant for the arrest of all three administrators Mr Jordan, Mr Richard Stone and Mr Christopher Morris. However a spokesman for Mr Jordan said he had visited the police "voluntarily". Mr Jordan was due back in London last night.

The incident forced Mr Jordan to cancel a trip to northern Cyprus to attend court hearings in Nicosia today on the

injunctions over the various PPI companies on the island. The hearing was cancelled.

"This is a minor attempt to put a spanner in the works in an effort to forcibly postpone Mr Jordan's visit to Cyprus," said an official.

However it marks the latest tactic adopted by Mr Nadir in his attempts to block the administrators' access to Poly Peck companies. Mr Nadir jumped bail in May fleeing the UK where he faces charges of theft and false accounting.

### Britain in brief



### Most take early option on retirement

The vast majority of workers begin drawing pension benefits well before they reach their official retirement ages of 60 or 65, according to a survey of leading UK pension schemes.

The survey, conducted by Incomes Data Services, the employment issues research service, found that over eight out of every 10 employees retired before reaching the "normal" pension age as defined by their scheme rules. Overall, two-thirds of recently retiring members went before the age of 60.

The findings have great significance for the government's policy on State pensions. It is considering raising the age at which women may begin receiving State pensions to 65 from 60 equal to that required for men. The survey noted that for schemes which do allow men to retire at age 60, there is a higher degree of "late" retirement since men have an incentive to keep working until their State pensions become available for income as well.

### Ford pay talks in deadlock

Pay talks at Ford of Britain look set for deadlock last night after six hours of talks between the company and its unions. A small improvement was expected on the original

offer of 1.8 per cent this year and 2.6 per cent next. Ford told the unions last month that it had lost more than £1m a day in Britain since 1990 and was expecting a further sharp fall in vehicle production this year as a result of economic weakness in Europe.

vehicle and operators information technology arm of the Driver and Vehicle Licensing Agency, which remains its largest customer.

It became a separate executive agency just over a year ago, with an annual turnover of about £25m and about 480 employees. It is the first agency to be privatised.

### Warning over Lloyd's

Lloyd's of London may attempt to "bounce" loss-making Names into accepting an out-of-court settlement to legal disputes at the insurance market, the chairman of the biggest actuarial group of loss makers warned. Mr Michael Deeney told the Gooda Walker Action Group's annual meeting that Names would soon "receive a barrage of mail warning you that this is the last offer of a settlement."

### Too fat to fit

A 23-stone Liverpudlian fitter has been suspended from his job for being obese. The fitter, employed by NEI Clark Chapman in the Liverpool docks, has been sent home on full pay and told he can resume work when he loses two stone.

### EDS-Scicon buys unit

EDS-Scicon, the information technology subsidiary of General Motors of the US, is to buy the organisation that provides computer services to the Department of Transport and its executive agencies.

It was chosen from a short-list of bidders that included Computing Sciences Corporation of the US and a consortium combining DVOT managers and IBM of the US.

DVOT, based in Swansea, was formerly the drivers,

### John Brown contracts

John Brown Engineering announced contracts totalling £150m for power station equipment in both Oman and Britain. The Trafalgar House subsidiary is to extend and modify a power station and water distilling plant at Ghubrah in Oman by adding a 250MW gas turbine plant.

### Collector forks out on spoon

A 600-year-old spoon found in the thatch of a Devon farmhouse was lapped up by a private collector for £27,600.



Seventy-five years after the Armistice which ended the First World War, hundreds of old soldiers like the Chelsea pensioners pictured above, gathered for a solemn service of remembrance at Westminster Abbey in London. The 2,000-strong congregation and hundreds outside stood in silence as the chimes of Big Ben echoed to mark the 11th hour of the 11th day of the 11th month. After the service the Queen Mother, who was 18 when the Great War ended, placed a cross in the Field of Remembrance outside the Abbey

## EU rules clash may alter code

By John Authors

A CLASH between two European directives could force a revision of UK government policy on compulsory competitive tendering by local authorities.

Many UK authorities now advertise contracts on the basis that transfer of undertakings (Protection of Employment) regulations of 1981, known as TUPE, will apply.

These effectively require any bidder to maintain the same workforce on the same wages and conditions of service.

However, the European Commission believes that this might clash with the procurement directive, introduced as part of the implementation of the European "single market", which forbids authorities from forcing bidders to use local labour forces.

The Commission raised the issue, according to the Local

Government Chronicle, the specialist journal, after it saw an advertisement published in the Official Journal of the European Communities by Croydon borough council tendering its financial services work.

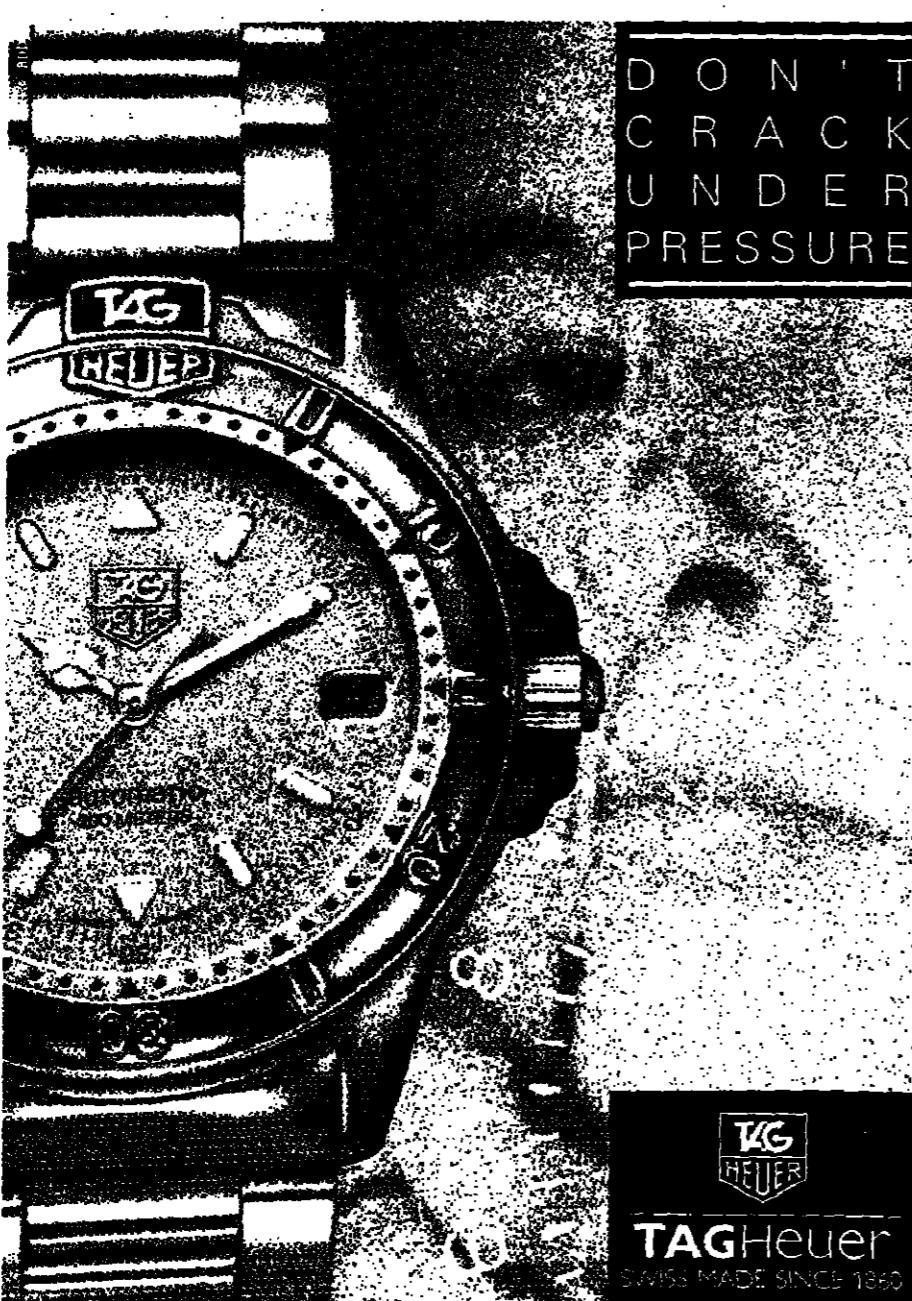
This made it a prior condition that the council's existing staff would be transferred to the bidder. Croydon confirmed that the commission had queried the advertisement.

Mr Cliff Davis-Coleman, of Clause 26, a lobby group for contractors, said the commission's stance could sweep away the serious obstacle which TUPE poses to private contractors.

"If the commission insists that this is indeed a local labour clause then the environment department will have to amend its advice for the Next Steps initiative and for compulsory competitive tendering," said Mr Davis-Coleman.

All that has changed. "Fewer businessmen are coming to London," Mr Cundey says. "French businessmen are coming far less frequently. That goes for all the Europeans. They fly in and fly out and they don't have time to see their tailor."

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- a global international offer of approximately 31,700,000 Shares underwritten by a syndicate of banks led by Banque Indosuez and Société Générale, consisting itself of offers being made to institutional investors and other entities in France and to investors in the United States (in the form of Shares or American Depository Shares representing Shares), in Japan and in certain other countries; and
- an offer of approximately 8.8 million Shares on preferential terms to employees of Rhône-Poulenc and its affiliates in which Rhône-Poulenc holds, directly or indirectly, a majority interest.

Rhône-Poulenc's Shares are listed on the Paris Bourse and quoted on SEAQ International in London. Rhône-Poulenc's American Depository Shares are listed on the New York Stock Exchange.

The global international offer will be made by way of a book building procedure. The price per Share applicable to the global international offer will be determined following the book building exercise. The price will be no less than the price applicable to the *Offre Publique de Vente* in France.

## NEWS: UK

# Clinton bars Adams over 'terrorism link'

By Lisa Branstet  
in Washington and  
Jimmy Burns in London

PRESIDENT Bill Clinton has barred the latest attempt by Sinn Féin leader Mr Gerry Adams to enter the US on the grounds of his alleged involvement with the IRA.

The White House yesterday confirmed that the decision had been taken even though Mr Adams declared reason for his planned trip was to explain his peace initiative with SDLP leader Mr John Hume.

In a letter to outgoing New York's Democrat Mayor Mr David Dinkins, which was published in yesterday's Irish Times, the US president says: "Credible evidence exists that Adams remains involved at the highest level devising IRA strategy... [he] has still not publicly renounced terrorism."

According to a senior US administration official, President Clinton sent the letter to Mayor Dinkins on October 30.

The letter reiterated a policy decision in May this year not to allow Mr Adams into the US because of his association

with terrorist organisations. Mr Clinton pledged during his campaign to consider granting Mr Adams a visa, the official said. "We did consider it, and we decided against it."

Mr Adams' attempt to obtain a visa was rejected in part because he no longer serves as a member of parliament, according to the official. A spokesman for Mayor Dinkins said he was disappointed with the president's decision.

In London yesterday, Sinn Féin's Northern Ireland chair-

man Mr Albert Reynolds, the Irish premier.

The Major-Reynolds initiative has shown signs of running out of steam as a result of unionist fears that Dublin is willing to talk to Sinn Féin, the political arm of the IRA.

However, officials said the UUP was showing signs of "positive thinking" which could contribute to a settlement in proposed round-table talks between the two governments and Northern Ireland's four non-Violent political parties.

Mr Mitchel McLaughlin insisted the Hume-Adams plan represented the best chance for peace. The proposals link an end to IRA terrorism with a place at the negotiating table for Sinn Féin.

Mr McLaughlin said steps towards peace would be "dramatic and very quick indeed" if London embraced the proposals. He added that the IRA was not prepared to unilaterally cease violence but might scale down its operations while peace moves continued.

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# Lottery licence to run until 2001

By Raymond Snoddy

THE licence to operate Britain's national lottery is to run for less than seven years. Mr Peter Davis, director general of the National Lottery announced yesterday.

The main licence for the lottery, designed to raise hundreds of millions of pounds for "good causes" - charity, the arts, sport, heritage and celebrating the millennium - will expire on March 31 in the year 2001.

As the successful applicant will not be chosen until March or April next year and would be unlikely to be up and

running before the late autumn of 1994, the licence runs for no more than six and a half years.

Mr Tim Hollings, chief executive of Camelot, one of the declared bidders for the licence was disappointed yesterday: "I thought we would get between seven and 10 years."

Mr Davis made it clear yesterday that there would be a "very strong presumption" that there would be another competitive tender when the first licence runs out.

Lottery operators will have to recoup the cost of an investment likely to be in excess of

£200m to set up the national system.

The Great British Lottery Company, a consortium that includes Grandas said yesterday it accepted the length of the licence.

The director general is insisting that the lottery must be "tasteful" and avoid games and advertising likely to lead to

"what we want is an absolutely clean, respectable, stable image," said Mr Davis whose primary task will be to ensure the publicity of everything to do with the National Lottery.

Mr Davis said his office

would be investigating the background of all those applying to run the lottery and would call on information from a wide range of government departments.

"We must not have the wrong people running this lottery," the director general added.

The draft invitation to apply and draft licence makes it clear that applicants will have to provide plans for national coverage and a launch date. The lottery will have to be available in every local authority area six months after the national launch.

# EU takes bigger share of brain drain

By John Authors

THE BRAIN DRAIN of qualified scientists and engineers from the UK is slowing down, but migration is concentrated on the highest quality staff "to the detriment of the UK," the Royal Society says today.

Between 1984 and 1992, 15.5 per cent of recently qualified British PhDs chose to leave the country - almost identical to the migration between 1975 and 1985. There were small drops in the numbers of more senior staff leaving.

EU countries have gained in popularity as a destination compared to the US, suggesting closer integration of the UK and continental research communities.

Meanwhile, immigration to UK research groups increased from 2.9 to 4.8 per cent.

However, the Royal Society, Britain's premier scientific organisation, which produced the report jointly with the Royal Academy of Engineering, concluded caution because academics leaving tended to be of the highest quality.

While those leaving the UK did so for professional reasons to take up long-term posts, those arriving in the UK tended to be moving into short-term posts.

Leaving British emigrants "overwhelmingly" did so for personal rather than professional reasons.

Chemistry has suffered the greatest increase in migration, with 16.2 per cent of recently qualified chemists leaving the UK between 1984 and 1992, compared with 12 per cent between 1975 and 1985.

Earth sciences saw the sharpest reduction in migration, from 23.6 to 13.7 per cent.

The report adds that the proportion of Fellows of the Royal Society who have chosen to continue to rise.

The migration of scientists and engineers 1984-92: SEPSU Policy Study No. 5, Publication Sales Dept., 6 Carlton House Terrace, London SW1Y 5AG, £25 (227 overseas).

# Church finance problems 'serious'

By Alan Pike,  
Social Affairs Correspondent

THE CHURCH OF ENGLAND faced "serious but not disastrous" financial problems as a result of an alarming decline in its assets, Dr George Carey, Archbishop of Canterbury, told his general synod yesterday.

"We have been living beyond our means for many years," the archbishop told a debate on a report into the conduct of the Church Commissioners, who are responsible for

the church's investments.

Total value of the commissioners' income producing assets declined from nearly £2bn in 1989 to £1.6bn last year, largely as a result of falls in the property market where the church has much bigger holdings than other investment institutions. In August a report from Coopers & Lybrand, accountants, commissioned by Dr Carey after reports in the Financial Times, criticised the commissioners' heavy speculation in property.

Rt Rev John Wayne, Bishop of Chelmsford, who chaired the Lambeth Group - a committee set up to consider the Coopers & Lybrand report - told the synod he did not seek to "minimise the seriousness of the situation" which investigations had revealed.

There had, said the bishop, been three principal problems:

• the commissioners increased an already large exposure to property, and then borrowed to finance speculative property investments;

• their assets committee failed to receive regular and accurate reports from executive management to enable them to control property developments adequately;

• the commissioners took on commitments to finance clergy benefits in excess of their financial capacity.

As a result of the drop in investment income parishes will have to meet more of their own costs and the church is examining ways of simplifying its organisational structure.

# Minister reveals style of Major's cabinet government

By Philip Stephens,  
Political Editor

THE TRANSFORMATION of the modern British cabinet from an executive into a reporting and reviewing body has been underlined with a rare analysis from a senior minister of the structure of government decision-making.

Lord Wakeham, leader of the House of Lords and one of the longest-serving members of the present cabinet, said that the delegation of decision-making to smaller groups of ministers was "an irreversible consequence" of the complexity of modern government. But offering the most comprehensive insiders' account of the workings of the cabinet, Lord Wakeham said that Mr John Major had halted one of the most controversial trends of Lady Thatcher's premiership.

Speaking at Brunel University, west London, Lord Wakeham said that these committees, which embrace all of the main domestic and foreign policy issues have "authority to decide on behalf of the cabinet". They did so unless the relevant committee chairman took the unusual step of referring an issue to full cabinet.

But he couched his public acknowledgement that by the time the full 22-strong cabinet filed into 10 Downing Street

each Thursday morning most of main issues before them had been settled with an initial role. Cabinet was the forum in which a government established its collective identity: "That is a very important role: I think many commentators who bemoan what they see as the decline of the cabinet as a decision-maker fail to appreciate its significance as the cement which binds the government together."

Lord Wakeham, who chairs many of the key domestic policy committees, used much of

his lecture to highlight the constraints on government decisions.

The detailed commitments contained in general election manifestos were departed from at the government's "peril". At the same time the prime minister was obliged to build a consensus among members of a cabinet representing different parts of his party, he said.

Lord Wakeham's lecture, which confirmed the pivotal role of the Treasury in all significant policy decisions, highlighted also the constitutional and practical limitations on

the prime minister. Despite his obvious powers of patronage it is just not practicable for the small team in the Downing Street complex of buildings to have the necessary depth of knowledge to drive policy forward across the whole field", he said.

Gradually the Cabinet developed its role as the link between Crown and Parliament. Getting the King to accept the "advice" of his Cabinet lead to a series of disputes.

The development of political parties meant that the choice of government and prime minister moved from the Crown to the electorate. The Cabinet began to acquire a role and authority of its own when George I stopped coming to its meetings.

Decisions were taken to the King by one of the ministers present.

Out of the closet: the history of a body of influence

The Cabinet evolved from the medieval Privy Council which advised the monarch.

The Privy Council became clumsy and inefficient, and more importantly critical, and was eventually bypassed.

Charles II was the first monarch to consult a small group of Privy Council members, called the Cabinet because it met in the King's closet.

In modern times the Cabinet makes policy, has overall control of the government, and co-ordination of its departments.

The members of the Cabinet are in theory "collectively responsible" for decisions.

The Cabinet normally meets twice a week.

# PROPERTY

## Frankfurt in favour

The EMI decision is a boost for the city, says David Waller



The Hammering Man, an arresting work of sculpture outside Frankfurt's Messeturm, where Reuter has leased three floors

This process is already under way: Reuter recently announced its decision to take three floors of the Messeturm, while J.P. Morgan is to take 400 sq m in the former Financial building in the centre of Frankfurt owned by Mr Dieter Bock, the entrepreneur best known in the UK as a big shareholder in Lourbo, the international trading group. The securities house S.G. Warburg, Moody's, the credit rating agency, and A.T. Kearney, a US consultancy, have between them taken the bulk of the former Chase Manhattan building at Taunusstrasse 11.

The decision to base the EMI in Frankfurt, the most international of Germany's business centres, will accelerate the tendency for foreign banks and other financial institutions to raise their profile in the Finanzplatz. At the same time, financial houses without a foothold in Frankfurt are likely to seek one.

Domestic groups have also played their part in absorbing some of the commercial property surplus in Frankfurt. Dresdner Bank has taken the whole of the 15,000 sq m Fürstenhof development, Deutsche

ke's prospects in the short term, there are two factors which are working in favour of property markets in Frankfurt and in Germany's other leading commercial centres.

• First, interest rates. Following the latest of the Bundesbank's interest rate cuts, long-term rates are now at historical lows. A good quality borrower could obtain five-year fixed financing at an effective rate of 6.5-7.5 per cent. This compares with a peak of 9.5-10 per cent in 1991 and means that for the first time since the middle of the 1980s the yield on certain types of commercial property investments - particularly office developments in the suburbs of Frankfurt - exceeds the financing costs.

While property yields on prime properties in the centre of Frankfurt remain at 5.5 per cent, an investor can expect yields of 6.5-7.5 per cent on suburban property, guaranteeing a positive cash flow on investment from the outset.

• Second, is the phenomenon of the German "open-ended" property funds - an investment vehicle popular with private investors. The 14 open-ended funds that exist have provoked huge investor interest. In the first 10 months of this year investors poured DM11.5bn into the funds, up from DM5bn last year and DM2bn the year before. Total assets have doubled in DM5bn in the past three years.

The reason behind the popularity of open-ended funds, at a time when investors could have made more money in rising equity and fixed-interest markets, is perplexing. Market analysts' one suggestion is that the volatility of the securities markets has frightened Germany's more conservative investors into the stable world of property.

The open-ended funds are legally obliged to invest in property: this alone is likely to provide support for the market. As Mr Michael von Zitzewitz of CCGI, the Commercial property fund, explained to investors last week, the funds have invested nearly DM2bn in six months to July. The "pressure [on open-ended funds] to invest" proved difficult to resist, he said, given sharply improved yields.

The "pressure to invest" is also making itself felt elsewhere. DGL, Deutsche Bank's property fund, this month concluded the biggest property acquisition in the City of London in two years with the purchase of a long leasehold on One Exchange Square.

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## MANAGEMENT

## Inward focus on total quality

The effect on bottom-line financial performance of total quality programmes in the UK has been shown to be pretty mixed. Much recent academic research has therefore been devoted to finding out why.

A survey of TQM in Scotland carried out by Durham University Business School has concluded that the focus of quality in companies is too often inward looking. For example, while 70 per cent of the 550 organisations which replied have marketing departments, less than a third use them to develop, implement or assess the effects of their quality programmes.

"Quality without the person who experiences the product, the real customer, is like a car without a driver - it just won't go," is how Barry Witcher of the school's Centre for Quality and Organisational Change puts it.

Bradford University Management Centre, meanwhile, has come up with a different angle by studying the annual reports of the top 100 European companies and a randomly selected sample of 100 UK businesses.\*\*

It found that very few provide relevant information about their mission statements, TQM approach, future intentions or true business performance.

Among those to be commended are Cadbury Schweppes, NFC, RTZ, Thorn EMI, Forte and WH Smith.

The report recommends that companies "stop believing in the myth that TQM is only a technique of relevance to the business units and not to corporate value to it". Business unit performance will improve with "visible support and commitment from the holding or parent company", while better head office understanding of units' capabilities will lead to more realistic targets.

\* The adoption of total quality management in Scotland, DUBS, Mill Hill Lane, Durham City DH1 3LB. Tel: 091 374 2211.

\*\* The power of corporate reporting in conveying company mission and total quality achievements. University of Bradford, West Yorkshire BD9 4JL. Tel: 0274 733 466.

TD

To comprehend the computer industry, it was once essential to understand International Business Machines, hardware manufacturer par excellence and industry leader for three decades.

Today, with IBM fighting red ink and loss of market share, the model is Microsoft, the aggressive young pretender to IBM's crown. Creator of MS/Dos and Windows, the operating systems which control more than 90 per cent of the world's personal computers, the company has begun to influence others in a way reminiscent of its older rival.

Microsoft, however, is living in a changed world and the management and strategic challenges are correspondingly different. While IBM wanted total control of its customer, Microsoft is increasingly focusing on what it believes it does best, designing and producing quality software. As Steve Ballmer, responsible for the company's sales and marketing activities, points out: "We cannot do everything. As a result, to reach large businesses we will have to forge relationships with new business partners - not just the distributors we have always dealt with, but companies developing specific software solutions to their customers' problems."

Microsoft's management philosophy, explains Ballmer, is "ultimately conservative". Much of this is rooted in the personality of Bill Gates, Microsoft's 38-year-old co-founder, chairman and chief executive, whose parsimony and competitiveness are equally notorious. But Ballmer, a 37-year-old college friend of Gates and effectively Microsoft's joint number two, is clearly a thoughtful and assertive influence.

"When I started [in 1980], Microsoft had 30 people. When I had been there two months, I told Bill I thought we ought to hire 17 more people. He said: 'I think we are going to go bankrupt if I keep you here. I'm not sure this is going to work'."

Ballmer stayed and Microsoft did not go bankrupt. The success of its myth that TQM is only a technique of relevance to the business units and not to corporate value to it". Business unit performance will improve with "visible support and commitment from the holding or parent company", while better head office understanding of units' capabilities will lead to more realistic targets.

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Bill Gates' number two talks to Alan Cane and Tim Dickson about the future of the computer industry

## Microsoft's loud mouse



Steve Ballmer: his culture reflects a nervous, paranoid concern to stay ahead

operating system, is the company's technological answer, but Microsoft, as Ballmer readily agrees, has less experience of corporate data processing than, for example, IBM or Unisys.

Ballmer says Microsoft has more experience than many people realise, but adds: "I am not convinced that IBM or Unisys - where one company supplied hardware, software and services - is the model for the 1990s. In our model we focus on what we do best, which is to build software products. Others build hardware, deliver services and design custom developments.

"We have to mobilise an infrastructure around our products or people will not design them into their systems. We have to explain that model to our corporate custom-

ers. We are not going to be a cradle-to-grave supplier. If people want a company to integrate their hardware or write a custom application, that company is not going to be us."

Can Microsoft, however, continue to dominate the software business and avoid "doing an IBM"?

As Ballmer tells it - his style is engagingly direct, the decibel count unusually high - the company can hardly be accused of complacency. He describes a culture which reflects a nervous, almost paranoid concern with staying ahead. "We are certainly paranoid enough about the potential to fail that we are looking very hard for the potholes in the road."

Having Gates around evidently helps. Bill is good at saying: "I don't care how good things seem to

most people. I see deep problems," explains Ballmer.

Conscious of the technological obsolescence pothole into which IBM stumbled, Microsoft has one senior employee (Nathan Myrvold, vice-president of advanced technology) constantly scanning the horizon for new business threats.

Ballmer distinguishes three phases in the company's development. The first was characterised by a focus on technology and on business ("before you hire anyone or do anything, get a customer"), but there was little management vision. "Bill had all these envelopes with all the contracts written down and everybody in the company and their salaries and he was doing these calculations over and over to make sure there was enough of this to cover that," Ballmer recalls.

In the second phase, Jon Shirley of Tandy Corporation was hired to inject some business sense into a technologically aggressive company which was being strangled by tight purse strings. "Jon helped us grow the management structure that enabled us to do the investing that I wanted and that Paul Allen, Microsoft's co-founder, wanted. It was what Bill wanted to do as well but did not have the confidence."

Shirley has since retired, although he keeps in close contact with the company. A replacement did not work out and the company established an "office of the president" last year to support Gates. It comprised Ballmer as head of sales, Mike Maples, head of the products group, and the late Frank Gaudette, who had been chief financial officer.

The challenge now, Ballmer says, is how best to present a unified approach to its customers, while allowing the separate divisions considerable autonomy. "We spend a lot of time pushing ourselves. How do we become a global company? How do we measure the effectiveness of a sales operation when we are working with partners? If there is a price war you don't want to be the guy caught with higher overheads and processing costs than others because you've been sloppy."

Microsoft's success has made a lot of its employees potentially very rich through share options and that has helped to maintain the youthful aggression of the culture: "Any senior executive at Microsoft can retire if they want to. The nice thing about having people make money is that they don't stick around unless they want to," Ballmer says. "They stick around because they want to work hard and are excited about what we are doing. It is a nice filtering process."

He and Gates, he says, are good for at least another 10 years. "We don't work as hard as we used to, but we still work very hard and we love it."

## Advice one can take to heart

Carol Cooper looks at a new guide to executive health



PEOPLE with demanding occupations rarely spare a thought for health when things are going well. Life is busy, health is largely a matter of luck and, besides, isn't everything bad for you these days?

Conscious of the technological

Recent studies show that lowering cholesterol can improve blood flow in the coronary arteries, at least in men. Data on coronary artery disease in women are scanty, though there is no reason to think that the effects should be different.

As this book explains, however, it is naive to believe that a raised cholesterol level is in itself a cause of heart disease. Cholesterol exists in two forms: LDL, which is harmful and HDL, which is beneficial. It is a little-known fact that some cholesterol is essential to life.

There is also a popular misconception about the role of diet. It is saturated fat rather than cholesterol which raises blood cholesterol, hence a cholesterol-lowering diet is not the same as a low-cholesterol diet.

It will not always be easy to have business lunches and eat healthily, but it is feasible to follow most of the advice in the book; despite its title, this is not a detailed scheme of how to spend the next 12 weeks down to the last roundabout.

This is not so and precise

authoritative advice is needed.

The 12-Week Executive Health Plan

by David Ashton

concentrates on the prevention of coronary heart disease and some of the common cancers and gets

what is reported in the press.

There are plenty of data aimed at intelligent readers who ask questions and want to be able to act on the answers. The HRA score should change for the better within a mere 12 weeks of doing the right things. As Ashton puts it: "You can train for a marathon in 12 weeks."

The best news of all is that you do not have to. Exercising seven times a week is not significantly better for the heart than a brisk walk three or four times a week.

Within the pages of this book, there are more snippets of good news besides. For example, anti-oxidants, the naturally occurring substances, may help prevent cancer and heart disease and the fact that giving up smoking produces benefits for the heart within hours of stopping. To some extent one can, after all, make one's own luck.

The author is a London general practitioner.

The 12-Week Executive Health Plan, by David Ashton. Published by Kogan Page, £12.99.

## PEOPLE

## Caradon seeks finance director in wake of Pillar acquisition

Caradon, the building materials group, has moved quickly to reorganise its management structure following its acquisition of the Pillar group of businesses from RTZ. The purchase, for £300m, was announced in August and completed late last month.

As a result of the changes, the group is looking for a new finance director who will become the fifth executive director on the board. Peter Jansen, chief executive, said the group had already started the search.

Caradon had found good

operational management in the Pillar businesses, he says. However, most of Pillar's head office people will stay with RTZ.

Jansen said under the new structure the group's larger businesses would report directly to one of three main board directors to keep communication lines short, while smaller companies will be clustered. The three areas will each have an executive committee chaired by the director in charge.

Daniel Cohen, currently finance director and managing

## New package at Portals

Roy Gardener, the seasoned Portals manager responsible for revamping J.R. Crompton's teabag papermaking, has been appointed group president of NORTH WEST WATER.

■ Douglas Sinclair, group

finance director of

PITTENCRIEF,

has been appointed chief financial officer of Pittencriff Communications, its US subsidiary.

■ Eileen Carr, acting finance director since January of ABB Process Automation and ABB Industry, along with the superchargers and district heating activities of ABB Power. Its formation follows ABB's recent announcement of worldwide changes to provide a better customer focus.

■ Andrea Wonfor, deputy

director of programmes and

controller of arts and

entertainment at Channel 4, is returning to Granada Television as director of programmes.

■ Graham White (above left),

former sales and marketing

director for Hotpoint,

has been appointed md of the consumer products division of

MITSUBISHI ELECTRIC UK.

■ Angus Drever (above right),

has been promoted to become

director, copier/fax division

of TOSHIBA Information

Systems (UK).

■ Alan Parker has been

promoted to become

director, international

marketing

projects for IMRS Inc and will

split his time between UK and

international operations.

■ Ian Bullen, formerly chief

executive of Hestair Computer

Group, has been appointed md of AT&T ISTEEL financial and retail services.

■ Tom Plummer, formerly md of SCM UK, has been

appointed group md of

EUROPEAN NETWORK

ENGINEERING.

■ John Kirk has been

promoted to director of

personnel for HEWLETT

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LEGAL  
NOTICES

No. D8097 of 1993

In the High Court of Justice  
Chancery Division

Corporate Cases

IN THE MATTER OF  
CATHAY INTERNATIONAL  
HOLDINGS PLC

and

IN THE MATTER OF  
THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated Wednesday the 3rd day of November 1993 for the confirmation of the reduction of the share-issued Capital of £1,000,000 to £500,000 to £500,000 and the Return as approved by the Court showing with respect to the capital of the Company as altered the several particulars mentioned in the Companies Act were registered by the Registrar of Companies on the 4th November 1993.

DATED this 9th day of November 1993

THOMAS GOLDBECK

150 Aldwych Street

London EC1A 4JZ

Solicitors to the Company

Ref: 246/22/2091/61

No. D8098 of 1993

In the High Court of Justice  
Chancery Division

Corporate Cases

IN THE MATTER OF  
THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that a Petition was presented to His Majesty's High Court of Justice, Chancery Division on 26th October 1993 for the confirmation of the reduction of the share-issued Capital of the Company from £7,000,000 to £54,250,000.

AND NO TICES is further given that the said Petition is directed to be heard before Mr Justice Peter Smith at the Royal Courts of Justice, Strand, London WC2A 2LJ on Wednesday the 26th day of November 1993.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of the Capital redemption reserve should

Comply with the notice of hearing in person or by

Post to the Petitioner or to the Company

Dated the 12th day of November 1993

CLIFFORD CHANCE  
AMERICAS  
London EC2A 4JU

Ref: RWC

Solicitors to the Company

NOTICE  
IN LIQUIDATION

TAKE NOTICE that the creditors of the above named company are required on or before 31 December 1993 to send full particulars of their claims to the Joint Administrators, Mr. and Mrs. E. Young, Chancery Avenue, PO Box 518, George Town, Grand Cayman, KY 11107, Cayman Islands. The date of the liquidation is the 31st December 1993. The liquidation will be conducted in accordance with the provisions of the Cayman Islands Companies Law.

Dated the 12th day of November 1993

G. James Cleaver, John Lipsett

## Courtline Plc

The Joint Administrative Receivers offer for sale as a going concern, the business and assets of Courtline Plc.

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- Modern machinery workshop
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For further information contact the Joint Administrative Receivers, Peter Terry or Philip Ramsbottom, KPMG Peat Marwick, St. James Square, Manchester M2 6DS. Tel: 061 838 4000 Fax: 061 838 4089.

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The group's manufacturing facility and headquarters are located at its freehold site situated near Standlake, West Oxfordshire. For further information, please contact the Joint Administrative Receiver, Edwin Antill or Alyson Stewart, Grant Thornton, 1 Westminster Way, Oxford OX2 0PZ. Tel: (0865) 244977. Fax: (0865) 724420.

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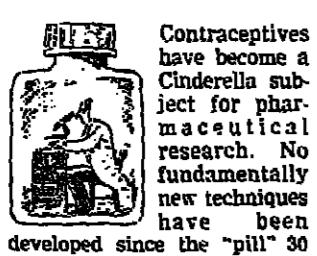
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## TECHNOLOGY

Many drug companies have stopped developing contraceptives, writes Clive Cookson

# Concepts for a fertile market



Contraceptives have become a Cinderella subject for pharmaceutical research. No fundamentally new techniques have been developed since the "pill" 30 years ago, and even the long-term contraceptives recently introduced in the US and some European countries - Depo-Provera injections and Norplant implants - originated in the 1960s.

At last month's Population Summit, held in India by the world's scientific academies, Kerstin Hagenfeldt of Stockholm's Karolinska Hospital estimated that global funding of contraceptive R&D amounts to just \$57m (51m) a year, of which governments and non-profit organisations provide 61 per cent and pharmaceutical companies 39 per cent. This is little more than 2 per cent of worldwide contraceptive sales (worth between \$2.6bn and \$2.9bn a year).

"Many large pharmaceutical firms that in the 1960s and 1970s played an active and essential role in developing contraceptive products have stopped their activities in this area in the last decade," Hagenfeldt said.

The world contraceptive market is currently dominated by four companies: Johnson & Johnson, and American Home Products of the US, Schering of Germany and Akzo of the Netherlands.

Reasons put forward for the

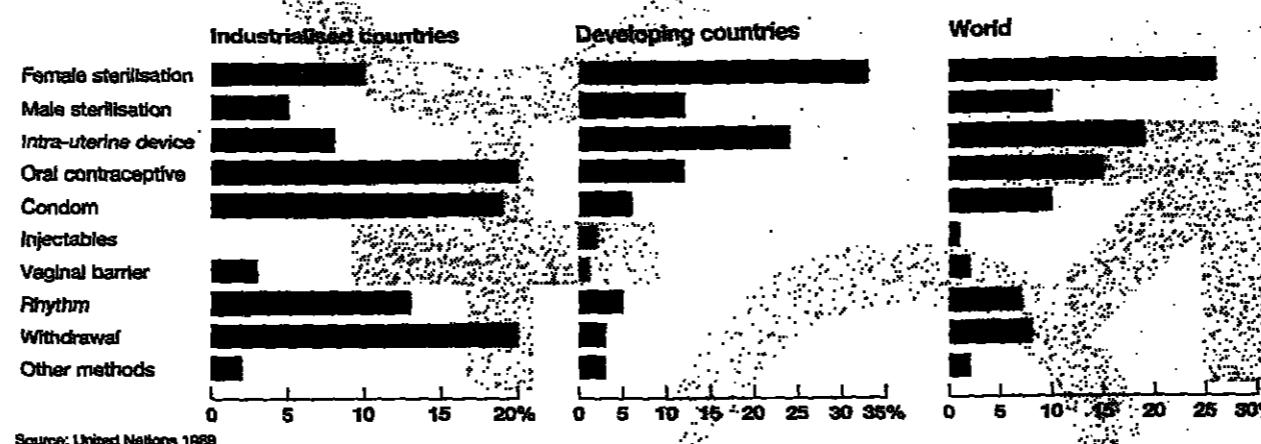
industry's diminishing research activity include more stringent regulatory requirements than for any other type of drug, a risk of expensive product liability lawsuits of the sort that drove the Dalkon Shield manufacturer A H Robins to bankruptcy in 1986, and opposition to contraception by the Roman Catholic church and other religious groups.

"Contraceptive development is difficult in the sense that you're dealing with products that may be used by perfectly healthy people over many years. They therefore have to be extremely safe and effective," says Hans Verner, international medical director of Organon, Akzo's pharmaceutical subsidiary.

The basic principle of hormonal contraception is to use synthetic sex hormones (oestrogens and/or progestogens) to suppress ovulation. The hormones also thicken the cervical mucus, making it more difficult for sperm to enter the uterus, and thin the endometrium (lining of the womb) so that a fertilised egg is unlikely to implant and grow.

Long-term clinical studies sponsored by the World Health Organisation show that the pill is safe, despite the health scares of the 1980s - so safe indeed there are moves in the

## Prevalence of different contraceptive methods



Source: United Nations 1989

contain a different balance of hormones in lower doses. The standard "combined pill" now has only 30 micrograms of oestrogen, compared with 150 micrograms in the 1960s. There is also a range of "multi-phasic pills" in which the doses change during the month.

Long-term clinical studies

sponsored by the World Health Organisation show that the pill is safe, despite the health

scares of the 1980s - so safe

indeed there are moves in the

US to permit the dispensing of oral contraceptives without a prescription. The pill may slightly increase the risk of developing breast cancer and heart disease, but it has a protective effect against some cancers of the reproductive system. Long-term use reduces the chance of developing ovarian cancer by 40 per cent.

Oral contraceptives are

highly effective at preventing pregnancy when taken regularly but they are liable to fail

through forgetfulness or gastric upsets. Therefore, researchers have been working since the pill's introduction on more reliable ways of administering contraceptive hormones.

The two injectable contraceptives in worldwide use today, Depo-Provera and Noristerat, were invented in the 1960s. They are prescribed extensively in some developing countries, but health concerns and political controversy have kept them off the market in

several industrialised countries. The US finally approved Depo-Provera last year after its manufacturer, Upjohn, won a 25-year battle to convince the Food and Drug Administration it was safe.

Depo-Provera contains tiny crystals of progestogen suspended in a water-based

solution which is injected every three months into the

muscle of the butts or arm. The hormone leaches slowly into the bloodstream from the

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## ARTS

# Happy campers on the Euro trail

Alastair Macaulay eavesdrops on an imaginary conversation after the show

**T**HE SCENE: Joe Allen's restaurant near Covent Garden, London, or any place where theatricals hang out after shows. An obscure and no-longer-young thespian rushes up to hail the star of the West End's latest opening.

**Thesp:** Darling, I hear your new show's a wowl! And the first night had a really amazing audience!

**Anita (for it is she):** Why, yes, Edwin Currie and Julian Clary, Alan Whicker and Mike Nolan, Hugh Laurie and Stephen Fry, Paul Nicholas and Victor Spinetti, Esther Rantzen and Ronnie Corbett...

**Thesp (green with envy, interrupting):** Fabulous! Is yours a big role?

**Anita (modestly):** Well, I'm the star...

**Thesp (now pea-green):** Really? So who do you play?

**Anita:** Well, I'm an Italian who compères the Eurovision Song Contest, and who becomes psychically possessed by the Spirit of Europe, and I play agony-aunt to two English queens, who are pursued by the ghosts of the Emperor Hadrian and his lover Antinous...

**Thesp (who has changed his to red):** Now, when you say queens...

**Anita:** Yes, the show's all about gay men and coming out.

Two of the international singers have an affair, too: the Spanish singer and the Greek.

**Thesp:** So it's a really bold show like *Bent*?

**Anita:** No, it's more fun...

**Thesp:** What - like *Torch Song Trilogy*?

**Anita:** No, no, lighter and happier than that. And I help the gays to love each other properly.

**Thesp:** And do you have a love-affair too?

**Anita:** Oooh, no. The Greeks and Spaniards and Italians in it are just jokes.

**Anita:** No, I just play their fairy godmother.

**Thesp:** And there are songs?

**Anita:** Oh yes, I sing "Edelweiss" in my Italian accent - "E-dalla-wais". The rest are funny Eurovision-type songs, written by Jason Carr - who's a little love. At the end, the Greek singer wins the Contest with "Bim-Bam-Bom". On the first night, the audience all clapped in time, and they were all given CDs of the song with their free programme, wasn't that a marvellous idea?

**Thesp:** Mmm. So it's a musical?

**Anita:** Not really. The two English queens - that's James Dreyfus, who's tremendous as Gary, you can't believe how camp he is, and Charles Edwards as Kevin - don't sing, and neither do Hadrian and his boyfriend.

**Thesp:** I don't understand this thing about being psychically possessed...

**Anita:** Well, you know how Hadrian is a great gay hero, because he had more works of art made in honour of Antinous than have ever been made of anyone else in history. So he and Antinous inspire people even now. But, because not enough gay men love each other properly, the Spirit of Europe suddenly starts to haunt me and makes me make them love more.

**Thesp (sheepishly):** ...The Spirit of Europe?

**Anita:** Yes, this being Maastricht year and all that...

**Thesp (stunned):** But you don't mean that Maastricht will mean more gay love, do you?

**Anita:** Absolutely not. In fact, I tell the English boys that they're lucky not to be Italian. Italian men are too caught up in being macho to know about love.

**Thesp:** But the show treats Europe seriously?

**Anita:** Oooh, no. The Greeks and Spaniards and Italians in it are just jokes.



Anita Dobson: psychically possessed by the Spirit of Europe...

Andrew Lloyd Webber and the Really Useful Company?

**Anita:** Yes! And Tim Luscombe not only wrote it all, he directs too. What a clever sweetheart he is! The beginning's a bit leaden, but it warms up when I come on.

**Thesp:** What's your funniest line?

**Anita:** (in low, creamy, Euro-compere voice) "Grazie, Macedonia."

**Thesp:** (sheepishly) So it's utterly camp?

**Anita:** Er... Yes.

**Thesp:** (with relief) Darling, I can't wait to see it.

**Eurovision** is at the Vandeville Theatre, WC2, 071-836-9987

1,000. When the F40 made its debut a year before Enzo Ferrari's death in 1988, it was said to be the fastest road car available. Once again, Ferrari had brought to the production car a technical standard of performance only usually found in a racing car. Unsurprisingly, the F40 looks just like one.

Given the dependence of their design on our understanding of physical laws, Formula 1 racers inevitably look very much alike. There is no comparable conformity of design for high performance passenger sports cars. Optimal performance is compromised by considerations of space, comfort and the ability to travel at low speeds. In this market, styling is crucial.

Virtues are made out of necessities. The F40's most distinctive feature - the 13-scoped-out triangular air vents that cool the powerful turbocharged engine - are purely functional. In its overall design the F40 bears the unmistakable imprint of the 1980s with its tight-waisted, lip-stick-glossy body, awkward elbows and aggressive angles. There is no doubt that it is a flashy and mean machine.

As guests at the private view cooed over the soft curves, leather lining and glinting marine tints of the *Barchetta*, the American Modernist architect Philip Johnson, admiring the F40, assured me that "in 40 years time, this is the car that everyone will prefer."

Racing and road car design was soon to take divergent paths. The F40 here was made to celebrate Ferrari's 40th year, one of a limited edition of

Designed for Speed, made possible by a grant from Ferrari S.p.A., continues at The Museum of Modern Art in New York until March 1, 1994.

Susan Moore

Nouveau artist. Ends Dec 12. Roger

Guggenheim Museum Roy

Lichtenstein. Ends Jan 16. Industrial

Elegance: objects of everyday

use by most British painters of the

postwar period. Ends Feb 5. Daily

National Portrait Gallery Thomas

Eakins: retrospective of the 19th

century American portraitist. Ends

Jan 23. Daily

National Gallery The Wigton

Diptych. Ends Dec 12. Ken Kiff:

a sampling of the work of the

Gallery's second associate artist.

Ends Jan 9. Daily

MANCHESTER

Victoria and Albert Museum Art

of Holy Russia: the most revelatory

exhibition in London this year,

comprising paintings, embroideries,

sculptures and liturgical objects

from the vast collection created

by Tsar Alexander II. Ends Jan 8. Daily

Accademia Italiana Renaissance

Florence: The Age of Lorenzo the

Magnificent 1449-92. Ends Jan

23. Daily

Royal Academy of Arts Great

Master Drawings from the Getty

Museum. Ends Jan 23. American

Art in the 20th Century. Ends Dec

12. Daily

Whitechapel Art Gallery Lucian

Fried. Ends Nov 21. Closed Mon

Tate Gallery Ben Nicholson. Ends

Jan 9. Daily

British Museum Drawings from

Chatsworth. Ends Jan 8. Daily

Metropolitan Museum of Art Francis

Bacon: portrait studies. Ends Dec

3. Hayward Gallery Alphonse Mucha:

retrospective of the Czech Art.

Ends Nov 28. Closed Mon

NEW YORK

Museum of Modern Art Joan Miró.

Ends Jan 11. Robert Ryman. Ends

Jan 4. Closed Wed

Metropolitan Museum of Art The

Annenberg Collection. Ends

mid-Dec. Master Drawings of the

Hudson River School. Ends Dec

28. Closed Mon

PARMA

Magnani Rocca Foundation The

Bartilla Collection of Modern Art:

paintings and sculptures by

Picasso, Dubuffet, De Chirico,

Magritte, Bacon, Sutherland and

many other 20th century artists.

Ends Nov 28. Closed Mon

RIMINI

Museo Civico Guido Cagnacci:

50 works by the painter of the most

sensual female nudes of the entire

baroque era. Ends Nov 28

WASHINGTON

National Gallery of Art The Age

of the Baroque in Portugal. Ends

Feb 6. John James Audubon. Ends

Jan 2. Cesare R. Venet:

Gambolonga's marble masterpiece

(c1583) is the centrepiece of an

exhibition focusing on the female

nude. Ends Jan 17. Daily

Hirshhorn Museum William de

Kooning. Ends Jan 9. Daily

Arthur M. Sackler Gallery The

Divine Word of Islam. Ends Jan

2. Daily

National Museum of American

Art Arvin Gottlieb Collection: 22

paintings by artists who worked

in New Mexico 1900-1940 and were

captivated by the dramatic

landscapes and native cultures.

Ends March 20. Daily

Phillips Collection The Migration

Series: 60 panels of Jacob

Lawrence's epic painting of the

rural south to the industrial

north. Ends Jan 9. Images of the

American Scene in the 1930s and

40s: watercolours, drawings and

lithographs from the permanent

collection, complementing the

Migration pictures. Ends March

6. Daily

Reinick Gallery Arts and Crafts

Movement in California: 200 objects

of artistic and historical

significance, including pottery,

furniture, silver and metalwork.

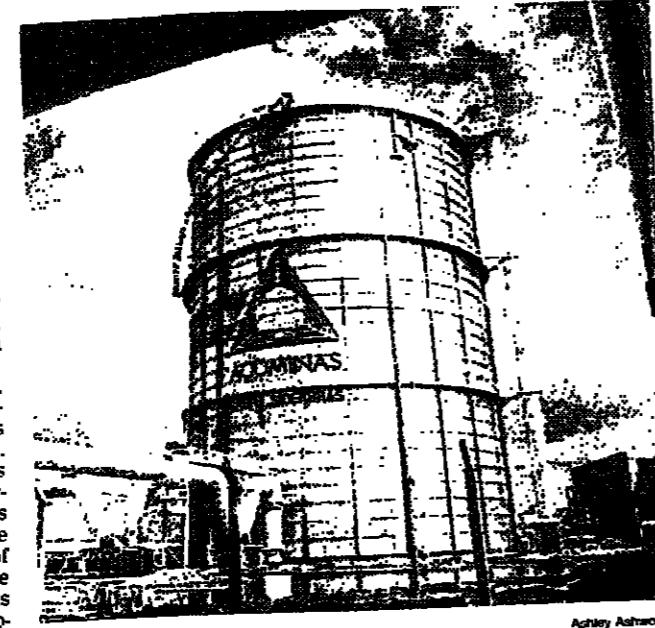
Ends Jan 9. Daily

"We say that the world's magnificence has been enriched by a new beauty: the beauty of speed. A racing car whose hood is adorned with great pipes, like serpents of explosive breath - a roaring car that seems to ride on a grapevine - is far more beautiful than the *Victory of Samothrace*," Marinetti's *Futurist Manifesto* proclaimed in 1909.

Racing cars may have lost their serpents of explosive breath but, as *Design for Speed: Three Automobiles by Ferrari* at the Museum of Modern Art in New York also illustrates, the pursuit of maximum speed and performance has forged its own aesthetic.

## A steely glint in its eye

Angus Foster on the revival of a loss-making Brazilian industry



Steel sale: Acominas was the last in the privatisation process

Brazil's newly privatised steel industry has become a highlight of an otherwise inflation-racked economy. After a decade of under-investment, price controls and mounting losses, the sector is expected to have its most profitable year since the 1970s.

The costs of this transformation, in terms of job losses and social disruption, have been heavy. But industry and union leaders now admit that the changes were needed for the industry to survive. "Brazilian society was paying for our losses. Now we employees realise the future is in our hands," according to Mr Wilson Brumer, president of specialist steels company Acominas. The company was privatised last year and returned to profit in the second quarter of this year. It made US\$13.3m profits in the first nine months of this year, compared with losses of \$8.8m in the same period last year.

"We survived instead of died, partly because of the 8,000 people who lost their jobs," says Mr Luiz de Oliveira Rodrigues, president of the metalworkers union at Companhia Siderúrgica Nacional, the country's largest steel producer. Since 1990, when CSN made a loss of \$729m, it has cut its workforce by a third, and this year is likely to announce record production and profits of more than \$50m.

The change in fortunes for the sector, which ranks as one of the top 10 in the world in terms of crude steel production, started in 1990. The government, which owned eight steel companies including the country's six largest, announced that steel was to start off an ambitious privatisation programme. The process was completed in September with the auction of Acominas, the last company to be privatised, at a 90 per cent premium to the government's minimum asking price.

The sector was chosen because, with some exceptions, it was losing the government millions of dollars each year. This was partly due to poor management and partly due to political interference, which included price controls and job security rules. Mr Eduardo Modiano, in charge of the early stages of privatisation as ex-president of Brazil's development bank, says that since the industry was set up 50 years ago governments have pumped US\$23.5bn of price of the day into the companies that have now been privatised. In the same period, the companies returned dividends of only

\$50m to the government.

Persuading management and unions of the need for privatisation was difficult. Steel was an important symbol of the country's industrial emergence after the second world war. The sector also possessed some of the country's most radical unions. A bomb exploded ahead of the first privatisation, the 1991 sale of Usiminas, and there were regular displays of violence at subsequent auctions.

The programme was successful mainly because the early examples were seen to work. Once freed of price and other government controls, companies were immediately able to restore margins and profitability. They were also able to address the inefficiencies which had built up in the public sector.

Mr Roberto Procopio de Lima Netto, president of CSN since 1990, started paying suppliers on time. This led to immediate savings as the suppliers cut their prices. They had previously included a premium when supplying state companies because of slow or non-payment. CSN's staff cuts,

which saved about \$10m a month, were unpopular. But CSN used some of the money to pay seven months of salary arrears to its remaining workforce. Support for Mr Procopio gradually grew.

In all privatisations, shares were reserved for workers. CSN's employees control one of the company's largest shareholdings, with 22 per cent, of which half is held through pension funds. Mr de Oliveira Rodrigues has also become a member of the company's administrative board. "The new philosophy is of partnership," he says.

Usiminas was seen as one of the most efficient companies, partly because of a long-standing technical relationship with Nippon Steel of Japan, which is also a 14 per cent shareholder. But according to Mr Rinaldo Campos Soares, president, the company was immediately able to introduce cost savings of about \$15 a tonne, or about 5 per cent of total cost, through renegotiated supply contracts and improved purchasing. Before privatisation, all purchases had to be auctioned, and the cheapest bids

had to be accepted even if the quality was poor.

"Privatisation allowed the company to be more flexible. The state had become a burden and the company couldn't grow any more," he says.

Cost savings and productivity at Acominas, Latin America's only producer of stainless steel, have been even more sudden. The company had been paying 33 per cent real interest rates on its borrowings. This figure has been reduced to 12 per cent which, while still burdensome, has already saved \$40m a year in lower interest charges. Productivity in the first nine months of the year has increased 50 per cent, of which only half due to staff cuts. "With 25 per cent fewer people, we're producing more," Mr Brumer says.

These improvements in productivity and efficiency helped profitability, even if some savings were unrepeatable and the improvements were measured against a low base. More important were the big cost advantages Brazil's steel industry enjoys, and which were masked by state ownership. As the world's largest iron ore producer, Brazil's steelmakers pay about half the average world price because of minimal transport costs. Although levels of labour productivity are low, so are wages and electricity costs. As a result, Brazilian exports are increasingly price competitive and increased 10 per cent to \$1.75bn in the first half of the year.

But the domestic market, still protected by average tariffs of 14 per cent and high transport costs faced by potential importers, is more attractive, because it allows high margins. Mr Pacifico Paoli, managing director of Fiat of Brazil, Usiminas's largest customer, says there has been a "tremendous" jump in efficiency since privatisation, although this has not translated into lower prices. They still try to get the advantages of the world market price.

Mr Francisco Moyen, president of Belgo-Mineira, a private sector steel and related products group, says the main problem facing the industry is the country's economy. With per capita steel consumption at less than 10 per cent of the levels of developed economies such as Japan's, he and other industry figures talk of the domestic market's "huge opportunities". But the potential is linked to growth in GDP and that's the problem: when is the country going to grow? he asks, highlighting Brazil's overall economic uncertainty.



Joe Rogaly

## Nails in the cabinet

The British government operates in a "well nigh permanent atmosphere of crisis". I take the phrase from Lord Hailsham, who deployed it in a celebrated lecture on the cabinet seven years ago this week.

If that was true of the then Mrs Margaret Thatcher's administration, which rested on a majority of 100-plus, it is doubly so of Mr Major's, which has a theoretical majority of 17, constantly threatened by around a dozen potential rebels and usually supported by Ulster Unionists. You would not get this impression from the son of Hailsham's lecture given by Lord Wakeham on Wednesday night. The latter is not only the leader of the House of Lords, but also "Lord Privy Seal", which means that he can be deployed as chairman of many of the committees of the cabinet that the prime minister himself does not head.

Lord Wakeham paints a picture of a smoothly functioning team, every member of which is devoted to the doctrine of collective responsibility. Departmental ministers take the lead in presenting policies, first by circulating written proposals to other heads of department who may have an interest and subsequently by appearing before the relevant cabinet committee. As I read him, ministers are the engines of government. Often, his own chairmanship oils the wheels. The Treasury is the brake.

The unspoken subtext of the Wakeham address, delivered at Brunel University, Middlesex, is that while Mrs Thatcher tried to dominate the proceedings, and resorted to *ad hoc* committees as a means of avoiding awkward discussions,

nice Mr John Major adopts a more conciliatory, structured approach. Conciliatory yes; structured maybe. There is no hint of any forum in which our elected political servants, possessed of sufficient back-up, can enjoy an open and prolonged discussion on topics of importance. Brainstorming – just kicking a proposition around – is hardly possible. Nobody has the time. The civil service, which likes to maximise paperwork, would not permit it. Departmental boundaries are uncrossable. The atmosphere of panic prevails.

To be fair, the Lord Privy Seal does not pretend that the cabinet runs the country. It only meets for a few hours on Thursdays morning.

There would be no time in which to get much thrashed out even if there was a willingness to let such a thing happen. Take the "unified Budget", which has been introduced this year. A simultaneous announcement of spending and taxation plans is due at the end of the month. Yet the actual Budget will not be seen by non-Treasury ministers until the morning of the day of its delivery to Parliament. In short, the cabinet has a light supervisory role. It can sometimes be the scene of genuine argument, as may have been the case with spending this year, but, as Lord Hailsham discerned in 1987, the real work is done by subcommittees. Cabinet government, he said in his Granada Guildhall lecture, "is one of the permanent gifts conferred by British political genius on the science and art of civilised government".

You have to be English to have invited to join his cabinet. Today, as Lady Thatcher can attest, dismissals are free, but each one creates an enemy on the backbenches.

All British prime ministers must at one time or another have longed for the brutal simplicity of the American method. When Mr Richard Nixon was re-elected in November 1972, a form was handed out stating bluntly that "every appointed of cabinet rank will be expected to be the president's man in the department and not the department's advocate to the president". A box was provided alongside this and other, similar instructions for newly appointed ministers to tick. That would show that it had been read, understood and accepted.

The Nixon method was Mrs Thatcher's. The chief whip, Mr Richard Ryder, has more to say about the constant panic in Whitehall than perhaps any other player. His calculations will determine whether the post office can be privatised (no), London's buses can be deregulated (no) or the government can afford to put up an imaginative, wide-ranging programme in next week's Queen's speech (no). Only Mr Kenneth Clarke is theoretically beyond this constraint. If the chancellor, backed by Mr Major, cannot get his Budget whatever it says, through the house, the government will surely fall. You can, however, bet that even now he is counting votes.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution.

### TV cannot offer depth of written history

From Hilary Perrott

Sir, Christopher Dunkley ("A season of excellence from the BBC", November 10) claims that television can be a better medium than the written word for presenting modern history. There is no doubt that the series upon which he bases this idea ("Thatcher: The Downing Street Years") is a remarkable piece of television, and, more than that, a devastating exposé of the former PM's style of government.

But surely no television programme, however well-balanced and illuminating, can ever approach the depth of a written history? A span of time needs to pass before the Thatcher years can be analysed and their full impact assessed. In 50 years, when an arm's length survey is written, a historian will certainly be able to use the material presented in the television series, and may even draw upon Thatcher's autobiography (though that would seem to be of limited usefulness), but one hopes that he or she will employ an equal scepticism in viewing the contributions of all participants in those tangled times.

Hilary Perrott,  
3 Rossendale Way,  
Elm Village,  
London NW1 0XB

### Sugar wrong about Labour in Europe

From Mr John Tomlinson

reflective piece on what is a very good common manifesto based on its real rather than imagined content I will happily supply him with a copy upon receipt of a stamped addressed envelope.

In the meantime either his company or Spur needs his care and concern more than the Labour party. Even if he feels compelled to venture into political advice, recent opinion polls suggest that the government needs wisdom – his or anyone else's – rather than other potential beneficiaries of his no doubt altruistic but nevertheless ill founded letter.

John Tomlinson,  
22 Bridge Street,  
Walsall WS1 1DQ

### Failure of bank argument

From Mr Charles Burrows

Sir, Samuel Brittan's Economic Viewpoint (November 4) contained an excellent evaluation of the potential problem of deficient demand and he naturally followed this with yet another call for (the sensible) targeting of nominal gross domestic product.

However, he failed to show how his throw-away remarks about the need for an independent central bank followed in any way from the previous analysis. In particular, if nominal GDP is to be the target, how is a central bank, which

### Culture in industry

From Mr Peter Wood

Sir, Professor Leslie Hannah's reference to "many decades of domination of industry by the public school elite" ("Old boy network", November 10) hardly sounds like an "anti-industrial culture", while Nigel Rudd's claim that "there's certainly an anti-industrial culture in the British upper classes" appears to be a misunderstanding of those "many decades", inspired perhaps by easy acceptance of Martin Wiener's thesis about British industrial decline.

The 1988 Royal Commission on Public Schools showed that more than 70 per cent of the directors of prominent companies came from the public schools. The social historian, Harold Perkin, notes that by the late 1960s "the public school men were dominating the commanding heights of all the major professional and managerial hierarchies, and it was no longer true that they neglected business".

Dr Perkin also shows ("The Rise of the Professional Class") that while British aristocracy has traditionally been entrepreneurial, the anti-industrialism detected by Wiener is related to penetration of British business by the public schools in their mainly middle-class intake. Peter Wood,  
Newbold Farm,  
Dunsthorpe Abbotts,  
Cirencester, Gloucester GL7 2JN

### Paying for performance

From Mr Peter M Brown

Sir, I look forward to your further articles on Performance Related Pay and would offer the following reasons for the beneficial spread of the concept even if, to date, many schemes have not achieved all their objectives.

1) We have returned some power from shop stewards to first line foremen and clerical unit managers. To strengthen their position companies have passed more discretionary award recommendations to this crucial group.

2) As part of this exercise annual performance appraisals are much more widespread than in 1980 and appraisals without some potential personal benefit are like dough without yeast, soggy and often undertaken by both sides as a perfunctory exercise.

3) The empowerment of remuneration committees has resulted in a spread of PRP culture. I am willing to bet that 99 per cent of boards with such a committee use some form of PRP as simply salary vetting

### Hutchison digital network

From Mr Hans Roger Snook

Sir, Lex's note on Hutchison and Mercury (October 6) stated that "the two digital networks cover complementary geographical areas...". This implies that the Hutchison PCN network does not cover London or within the M25. In fact the Hutchison digital PCN network as currently deployed covers not only London, but offers ubiquitous coverage within and beyond the M25. Our own tests have indicated that Hutchison coverage in London and within the M25 is currently better, and offers better in-building penetration than Mercury's One-2-One network.

Given this fact, speculation that the two networks might be merged is totally unfounded. Although there would be an obvious benefit to Mercury One-2-One subscribers to be able to roam on to the Hutchison network, there would be no benefit whatsoever to Hutchison subscribers to roam on to One-2-One's network. I would say this puts the

odds in Hutchison's favour for generating subscribers, and also makes us the stronger, not Mercury. I agree, however, that Mercury presently has the far stronger brand name, but we do intend to change that over time.

The Hutchison PCN network will, at launch, cover London, everywhere within the M25, the south east, Bristol, Birmingham, Manchester, Leeds, Edinburgh, Glasgow, and all main connecting routes and roads (to 50 per cent of the population). By the end of 1994 we will cover fully 70 per cent of the UK population, and will continue to roll out to 90 per cent. This is not a "negotiating tactic" or a "bluff" as the article suggests. More than 1,000 sites have already been acquired, and more than 700 have equipment installed.

Hans Roger Snook,  
group managing director,  
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## FINANCIAL TIMES

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Friday November 12 1993

## Change at the stock exchange

THE THREE words the new chief executive at the London Stock Exchange said most frequently yesterday were "I don't know".

In part, they reflect Mr Michael Lawrence's prudent desire, given the three months that will elapse before he takes office, to give no hostages to fortune. In part, they reflect a genuine lack of knowledge about the inner mysteries of the stock market from someone who has spent his career as an accountant and finance director.

But most of all they reflect a determination, it would seem, to hold nothing sacred - not the tasks of the exchange itself, nor the structure of its governance, nor whether it has a part to play in providing settlement or any other particular services. Only the exchange's role as the central marketplace is not up for discussion.

Such open-mindedness is refreshing part of the exchange's problem in recent years has been a partisan enthusiasm, shared by outside observers as much as by members and officials, to take sides over individual aspects of the exchange's role.

But it is also potentially destabilising: the exchange has gone through at least two agonising appraisals of its future in the last few years, and the revolving door of senior executives has only recently slowed to a manageable speed. Few could blame staff and market participants from groaning at the thought of another 18 months of "recasting the exchange's role", as Mr Lawrence put it yesterday, coinciding with

the arrival of a new chairman. So though Mr Lawrence must certainly help the exchange to establish the clear vision of its future that has so far escaped it, he must also focus on the day to day. That means getting closer to that alone can offer a defence against emerging non-exchange trading systems. It means building the exchange's own new computer trading support system to replace SEAQ, and making its voice heard more clearly in the debates over financial services regulation and corporate governance.

Most of all, though, it means holding the ring between the interests of the exchange's own members - brokers and market-makers - and those of investors and quoted companies. Mr Lawrence says he will enjoy this aspect of his job.

Just as well: his predecessor's tenure, cut short by the collapse of the Taurus project, was in any case threatened by disagreements among the exchange's constituents. Mr Lawrence must manage those relationships better, giving proper weight, despite his time at the top of Britain's largest institutional investor, to the neglected needs of individual share-owners.

Without such even-handedness, the new chief executive will be unable to achieve his aim of re-establishing the exchange's leadership in the City. Leadership is earned by deeds, as well as words. Initial ignorance, real or feigned, is no barrier to this - as long as it is accompanied by a willingness to listen and a refusal to take sides.

## Perfume cartel

THE MONOPOLIES and Mergers Commission investigation into the UK perfume industry has a rather bad smell about it. The MMC's overall conclusion that the industry's restrictive practices are not against the public interest does not flow naturally from its own detailed arguments. The case also raises concerns that UK competition policy is being hampered by decisions in Brussels.

The investigation centred on complaints that perfume houses were refusing to supply Superdrug and Tesco, "grey market" retailers which sell scents at a discount to recommended retail prices. The Office of Fair Trading was worried that such restrictive distribution practices were keeping prices artificially high.

The MMC went along with much of the OFT's analysis. It argued that the industry's practice of recommending prices was uncompetitive. It noted that authorised perfume retailers had discussed in their trade association how to choke off supplies to the grey market retailers. Its own independent research showed that Superdrug's outlets were of a better than average quality, undermining a key industry argument that restrictive distribution was designed to ensure high-quality sales outlets. The MMC even concluded that the practice was designed to maintain and exploit a complex monopoly.

But the MMC decided none of this was against the public interest for three reasons. First, the UK market had become more competitive.

## Latin autocrats

MOST LATIN American governments will welcome President Clinton's revival of the idea of a western hemisphere free trade area first proposed by his predecessor, George Bush. Unfortunately, this particular revival will last barely one week if the US House of Representatives votes down the North American Free Trade Agreement on Wednesday.

The US Congress is not the only obstacle. The idea assumes the existence of a community of market-oriented democracies in Latin America. But while most governments of the region are now elected, the authoritarian of past decades has not been buried.

The continued attraction of autocratic or charismatic leaders arises not least because of the poor performance by many elected governments. Electorates have been given too many reasons for viewing politics as a stale confrontation between government institutions remote from them.

This fatigue with the political system is why Peruvians were willing to back the overturning of constitutional order by President Alberto Fujimori in April 1992, and to support his new constitution (if in a lukewarm fashion) in last week's referendum. It is also why Venezuelans did not react more strongly to the threat to democracy posed by two military coup attempts last year, and why a politician - Rafael Caldera - offering more in the way of *peronismo* than policies is leading the field in next month's elections. Yet the exercise of personal

**T**he world's biggest perfume manufacturers are savouring the sweet scent of victory after the Monopolies and Mergers Commission report yesterday on fine fragrances: while Superdrug, the discount chain which has been their most persistent critic, ponders the sour smell of defeat.

By extorting the manufacturers of using anti-competitive practices to overcharge consumers, the report has removed the threat of an unseemly price war which would severely damage the industry's profits, undermine its distribution methods and cheapen the exclusive image of its brands.

For Superdrug, part of the Kingfisher retailing group, waging a high-profile campaign to force leading perfume houses to supply it directly, the decision is a sharp disappointment. "The MMC report has left us high and dry," the company said.

However, though the perfumers have won the battle, it may not mark the end of the war. The perfume houses' traditional way of doing business is likely to remain under continued challenge, both in the courts and as a result of the changing nature of the industry.

The issues at stake are unusually complex. Not only are the methods used to market and distribute perfume probably unique in industry, but the legal picture is confused by the overlap between the European Union and national competition law.

Indeed, to a far greater degree than any other recent monopolies case, the perfume affair underlines the difficulty of applying to competition the European Union's principle of "subsidiarity", which seeks to leave many decisions to national authorities.

In weighing its decision, the commission was obliged to recognise that its scope for action was to some extent limited by the fact that the European Commission had already exempted the distribution of perfumes from the full force of competition law.

The exemption has taken the form of approved agreements which permit perfume houses to restrict supplies to retailers meeting certain standards - stocking a broad range of products, displaying them in acceptable conditions and using trained staff to sell them.

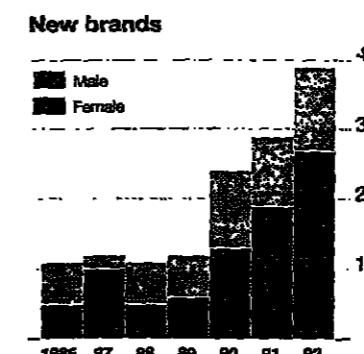
Such agreements have also been allowed by Brussels in other industries, such as cars and consumer electronics. However, in most cases they are permitted on the grounds that the products are complex and need after-sales service.

In perfumes, however, the justification is that the products are luxury goods, which depend for their appeal on an aura of exclusivity maintained by high price, large

A victory for fine fragrance houses might not mark the end of the war, say Guy de Jonquieres and Robert Rice

## Perfumes' fate sealed with a sniff

## UK perfumes: sweet and sour



## Typical cost and prices

	E	Margin (%)	RRP incl. VAT (%)
Manufacturing costs	3.08		10.6
Manufacturer's gross margin	2.68	46.5	9.3
Price to UK distributor	5.76		19.9
Distributor's gross margin	9.66	62.6	33.3
Price to retailer	15.42		53.2
Retailer's gross margin	9.26	37.5	31.9
Recommended retail price excl. VAT	24.68		85.1
VAT	4.32		14.9
Recommended retail price incl. VAT	29.00		100.0

UK wholesale sales (1992)	Products examined by MMC (%)	Not examined by MMC (%)	Total (£)
Authorised supplies to domestic retailers	151.3	22.0	173.3
Grey market (estimate)	30.0	2.0	32.0
Sub-total: domestic sales	181.3	24.0	205.3
Duty-free supplies (estimate)	52.2	2.0	54.2
Total UK sales	233.5	26.0	259.5

Source: MMC

of the jurisdictional boundaries between European and national competition authorities.

Whichever way the legal arguments go, the perfume industry faces mounting pressures on other fronts. Recession has depressed demand, leading to sharp drops in sales volumes which have only partly been offset by higher prices.

Manufacturers everywhere are being forced to run harder. In an effort to win back consumers, they have sharply stepped up new product launches. In Britain, where there are more than 400 perfume brands on sale, there were 92

launches between 1990 and 1992, almost three times the number in the previous three years.

Though perfume costs little to develop and produce, the investments needed to market them can be huge. In Britain, according to the MMC, perfume manufacturers last year spent on marketing almost half as much as they earned in sales revenues.

L'Oréal of France, the industry leader, spent more than 350m three years ago to launch Dune, now a best-selling fragrance. But Dune's success is exceptional. Most new perfumes fail, and many do not

recoup their launch costs.

The stakes have been raised further by the consolidation of much of the industry into the hands of a few big groups with deep pockets, powerful distribution networks and lavish marketing budgets. As well as L'Oréal, they include Unilever, the French luxury goods group LVMH, and Elf Sandor, part of Elf Aquitaine, the French oil company.

Furthermore, competition is creeping into distribution. The MMC estimates that a sixth of wholesale domestic perfume sales in the UK, which totalled £181m, was supplied from the "grey" market. This is fed by so-called parallel importers which bypass manufacturers' authorised channels.

A further £50m - a third of the value of manufacturers' authorised sales - was made through duty-free shops, at discounts of as much as 60 per cent on normal retail prices.

This trend has not gone far enough to satisfy Superdrug and other discount retailers, which sell perfumes at as much as 30 per cent below retail prices by buying supplies on the "grey" market.

Superdrug complained yesterday that the report was internally contradictory. On the one hand, the MMC had attributed much of the increased competition to Superdrug and other unauthorised retailers, but on the other hand had refused to compel the perfume houses to supply them freely.

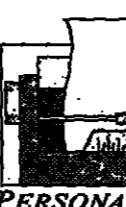
Superdrug argues that "grey" market sources are both expensive and scarce. It says unless it can obtain new sources of supply, its perfume sales will remain limited to about 50 stores, where it has spent some £1.2m on counters and displays.

One of the signs that harsh commercial realities are forcing some smaller manufacturers to relax traditional distribution restrictions. Parfums Worth has agreed to sell through Superdrug, while in France, the Carrefour supermarket chain has persuaded Pierre Cardin to supply it.

Some observers believe more barriers will crumble. "The market is going to change," says Ms Nina Stimson, managing editor of European Cosmetic Markets, an industry magazine. "Throughout Europe, suppliers are starting to break ranks."

Just how far and how fast may depend partly on the length of the recession. Most observers believe it will be a long time, if ever, before top brands such as Chanel, Dior and Guerlain are affected. But the steadily mounting pressures on the industry suggest that, whatever competition authorities say, for some perfume makers at least, life may never be quite the same.

## Pensions could unlock £7bn tax boon



An additional £7bn tax a year could be raised by the UK government from a simple change to pensions taxation. Only pension fund managers would notice the difference and the change would not reduce consumer demand or investment.

The only losers would be pension fund managers with £7bn a year less to manage. The new system would be easier for the Inland Revenue to administer, but the transition is complex.

The tax yield will gradually decline to zero as revenue from tax-free pensions is lost. This will take a generation. For the immediate future the yield will be £7bn a year.

The Revenue and pension fund managers will not like running two parallel schemes, one for contributions made before the change and yielding a taxable pension, and another for contributions made after the change and yielding a tax-free pension. Funds could therefore be offered an option: pay in instalments, say, 25 per cent of the capi-

and then only for part of their working lives. It could be compensated for, but this may not be felt necessary.

Some people's private pensions will fall to be taxed in part or whole at the 20 per cent rate (though tax rates can and probably will change). Similarly, there will be some pensioners who will not fully use their personal allowances. In either case an annual tax credit could be paid in retirement.

Unfunded schemes. There is no reason to treat these differently. But such schemes could not go fully onto the new basis as they have no assets with which to buy the transition. Tax would be charged currently on the notional cost of contributions but pensions would be tax-free.

The tax-free advantage for lump sums is lost. This is an illogical privilege which would be a minor sacrifice for a significant reform.

Individuals may be obtaining funds investment will be reduced by £7bn a year, but so too will be the public sector borrowing requirement of £550m, and the government's need to sell gilts.

There will be other technical

value of the fund in tax now and immediately go on to a tax-free basis.

If all funds did this the government would receive about £100bn (total pension fund assets are some £400bn). The government would immediately lose tax yield on current pensions - about £3.5bn, but it would still be a net £3.5bn a year ahead, plus the interest saved on £100bn of government debt, say a further £2bn a year.

Individuals may be obtaining funds investment will be reduced by £7bn a year, but so too will be the public sector borrowing requirement of £550m, and the government's need to sell gilts.

There will be other technical

objections but they could all be overcome. The facts are that the change would have no after-tax effect on employers or employees contributing to pension schemes and need have no effect on after-tax pensions in retirement.

The problem is political. Will people believe their pensions will be tax-free in 30 years and that the outcome is exactly the same? Will the media welcome the change as sensible or misleading the public about its effect? Such a change needs a first-class salesman: we have one in the chancellor.

The risks and difficulties must be set against raising an additional £7bn a year of revenue with no macroeconomic effects and no effect on people's disposable incomes in work or retirement - surely a prize worth grasping by a bold and imaginative chancellor with a fiscal headache.

John Maples

The author was economic secretary to the Treasury 1990-92 and MP for West Lewisham 1983-92

## OBSERVER



the need to protect auditors against unjust and "crippling" lawsuits from investors and disgruntled customers. But its case might get no more sympathetic reception if it did not waste so much of its hard-earned reserves on jetting into London this week 4,000 of its firm's partners and hangers-on. Twenty London hotels have been needed to accommodate them all.

The official reason is AA's annual meeting. But judging by the banquet for the entire group on Monday night at Alexandra Palace, complete with string orchestra, jazz ensemble and a room kitted up as an English pub, there is still plenty of money left to keep the lawyers happy.

It seems likely that the Shearson

will be dropped from Smith Barney Shearson when parent Primerica completes its \$4bn acquisition of the Travelers Corporation.

Although Smith Barney Shearson would only confirm that dropping the title was under consideration, the betting is that it is a done deal.

The decision would finally kill off a name that first appeared in 1992 when a Canadian called Ed Shearson set up the firm of Shearson Hammill Shearson, however, will not be alone in the dustbin of history - it can take its place with pride alongside such great names as Hammill, Loeb, Rhodes, Ratner, Hutton, Harris, Updike, Hailey and Kuhn.</









## INTERNATIONAL COMPANIES AND FINANCE

## Microsoft alters distribution chain for Europe

By Alan Cane

**MICROSOFT**, the world's largest personal computer software supplier, is changing its European distribution methods as part of its strategy of retreating from activities other than software development and manufacture.

It plans to eliminate one link in the software distribution chain to European customers.

The group intends to open a European distribution centre at its manufacturing facility in Dublin, Ireland, which will eventually provide a single warehouse and distribution service for its European distributors.

In the UK, Microsoft's principal distributors are Merlin and Frontline.

The new Irish distribution centre will remove the need to carry inventory in each country and Microsoft's warehouses will be phased out over the next year.

The company has been acting as its own master distributor in Europe, importing prod-

ucts separately in each country and supplying them to distributors.

"Microsoft is a software company, not a distributor and if we are to continue to be successful we must focus on this," said Mr Bernard Vergnes, president of Microsoft Europe.

"In the past five years we have seen Europe move towards being a single market with more companies wanting to do business at a pan-European level," he added.

The company is working with distributors to establish electronic links which will enable products to be manufactured to order.

Distributors will place orders directly with the manufacturing plant. Microsoft operates this system in the US where it deals with only three main distributors.

In comparison, it has arrangements with almost 100 distributors in Europe.

The company's Irish manufacturing plant is producing software at the rate of about 12m units a year.

## Nedcor increases earnings by 17%

By Philip Gavith in Johannesburg

**NEDCOR**, South Africa's fourth-largest bank, met market expectations with a 17 per cent rise in earnings per share to 251 cents in the year to September, from 218 cents last year.

The results, which are identical to those of its two main competitors, confirm the bank is in sound health. It shares have enjoyed a substantial rating over the past year, their price rising to R24 from a low of R13.75 in November 1992.

There was a good performance from the Perm, the home loan arm of the group, which has encountered problems through its high exposure to the difficult township market. The Perm increased net income by 22 per cent to R85m (\$19.3m) from R70m.

Mr Richard Laubscher, managing director, said the Perm's bad debt level was 20 per cent down on last year, and that 94 per cent of the total bond book was fully paid up to date.

Net interest income in the group rose by 11 per cent to R1.8bn from R1.62bn, while other income rose by 14 per cent to R1.16bn from R1.04bn. Specific and general risk provisions increased by 22 per cent to R282m from R231m - more than that of some competitors. Mr Chris Liebenberg, chief executive, said: "We want to be as conservative and realistic as possible."

A 9 per cent fall in the tax bill helped boost attributable earnings by 23 per cent to R501m from R408m.

The dividend rose by 17 per cent to 77 cents per share from 66 cents. Group advances grew to R40bn from R34.7bn and total assets rose to R51.7bn from R47.3bn.

### Correction National Commercial Bank

TOTAL assets of Saudi Arabia's National Commercial Bank stood at SR83.7bn in 1992, and not SR26bn as stated in some editions yesterday.

## Litigation gives Mitsui second thoughts

Robert Thomson examines the setback in plans for a merger of two Japanese pharmaceutical groups

**O**N SIGNING a merger agreement with Toyama Chemical earlier this year, executives at Mitsui Pharmaceuticals were delighted at extending their range of antibiotics and issued an optimistic profit forecast for the new company's first year of trading.

But a closer look at Toyama Chemical has prompted Mitsui Pharmaceuticals and the Mitsui group to step back from the agreement reached in April, and request that the two sides restart negotiations in the hope of signing another contract later next year.

Mergers are rarely simple in Japan, as prospective partners are often unable to agree on the mixing of their rigid management hierarchies. But the scrapping of the Toyama-Mitsui agreement highlights how the excesses of the so-called "bubble era" of the late 1980s have added to the risks of corporate marriage.

The prospect of inheriting at least one legal action, and perhaps more if the case was suc-

cessful, led Mitsui Pharmaceuticals to think again. The retreat was complicated, however, as Sakura Bank, at the centre of the Mitsui family of companies, is also a main bank of Toyama Chemical.

"In principle, there is no problem, but the companies will make a new agreement based on the most recent financial data. We will also solve problems relating to computer systems, company rules and the legal case," Mitsui Toatsu said.

**M**itsui says that "we are told" that Toyama will have no responsibility, but "we will see what happens in the court case". Toyama is more enthusiastic, arguing that the merger will definitely be remade when the two sides sort out differences over management structures and computer systems.

These are the more common disagreements between potential merger partners, along with asset valuation, which was sometimes arbitrary before the bubble era, and has since become an even greater source of contention. Companies have been very reluctant to write down the value of assets in the wake of the bubble's collapse.

An emerging problem is redundancy payments, as many Japanese companies have failed to keep pace with retirement benefit schemes, partly because only 40 per cent of the provisions are tax deductible. But the need to cut workforces creates a larger than expected liability for companies merging with or acquiring an underfunded partner.

In the longer-term, as Toyama and Mitsui discovered even before joining hands, keeping middle managers

happy and streamlining the hierarchy are difficult to balance. Nippon Steel, the world's leading steelmaker, was created in 1970 through the merger of two companies, and the presidency is still alternated between managers who joined from the two different streams.

**H**owever, Mitsui had been prepared to tackle these difficulties in the hope of building a pharmaceuticals company comparable to those of the Mitsubishi and Sumitomo families. Mitsui also said that it and Toyama had research and marketing systems that would complement rather than compete with each other.

Despite these benefits, the Mitsui group has decided that it doesn't want a share of Toyama's legal troubles. Another new characteristic of the post-bubble climate is a greater willingness by Japanese companies to take legal action to settle disputes.

## Economic slump boosts Japanese suit makers

By Enrico Terazono in Tokyo

JAPAN'S discount suit makers saw interim profits for the six months to September surge as consumers turned to cheaper products due to the prolonged economic downturn.

Pasminco said that it would use the funds to reduce debt, which has already fallen recently due to the sale of a UK zinc smelter to MIM. It added that negotiations with the Dutch authorities over the Budeko zinc smelter in the Netherlands, in which it holds a 50 per cent interest, had "progressed constructively" and it expects agreement to be reached before the end of 1993.

**A**oyama Trading, the leading manufacturer and retailer of office workers' blue suits, reported a 34.5 per cent jump in non-consolidated pre-tax profits to Y122.2m (\$114m) on a 33.7 per cent rise in sales to Y76.5bn. After-tax profits soared by 41 per cent to Y7.2m.

The company, which is known for its aggressive discounts, has been actively launching new outlets throughout the country. It opened a store in the luxury shopping area of Ginza in Tokyo this year. For the full year to March, Aoyama expects a 15.9 per cent rise in pre-tax profits to Y30m on a 32.5 per cent increase in sales to Y15.9bn.

Aoki International said its interim pre-tax profits rose by 8.3 per cent to Y5.2bn, helped by an expansion of sales outlets.

Half-year sales advanced by 10 per cent to Y34.1bn, while after-tax profits rose by 3.5 per cent to Y2.5bn.

The company said sales at existing stores were stagnant because of the bad summer weather, but it saw an increase in demand for its original design items. For the full year to March, Aoki expects a 24.7 per cent rise in pre-tax profits to Y13.5bn on a 16.4 per cent advance in sales to Y59bn after the planned launch of 21 new stores.

**S**ankyo, the Japanese drugs company, said pre-tax profits for the half year to September rose by 11 per cent to Y38.7bn due to firm sales and cost-cutting efforts.

The company posted a 2.7 per cent increase in sales to Y205.3bn and a 27 per cent rise in after-tax profits to Y17.2bn.

For the year to March, the company expects a 9.5 per cent rise in pre-tax profits to Y77bn, while sales are expected to remain almost flat at Y399bn.

## Mitsubishi Petrochemical in the red in first half

By Robert Thomson in Tokyo

**MITSUBISHI** Petrochemical, the Japanese plastics and chemical producer, reported a Y5.1bn (\$50m) pre-tax loss for the first half to September, as leading customers demanded price reductions during a difficult trading period.

In the same period last year, Mitsubishi Petrochemical had a pre-tax profit of Y6bn, but it slipped into the red as sales in the first half this year were down 9.6 per cent to Y169.7bn, partly because industrial customers were hurt by the yen's appreciation and the advantage of cheaper imported raw materials was lost.

Profits were eroded by maintenance work at a petrochemical complex. For the full year to March, it is forecasting a pre-tax loss of Y5.3bn, against a profit of Y8.3bn last year, on

sales of Y350bn, down from Y372bn. It said an interim loss would not be paid.

● Asahi Chemical Industry, the chemicals, plastics and synthetic fibre producer, said its pre-tax profits fell by 50 per cent to Y3.77bn during the half year to September and sales by 6.3 per cent to Y456.4bn.

It expects profit for the full year of Y2.9bn, down from Y35.2bn last year and from its previous forecast of Y30bn.

● Teijin, Japan's leading maker of polyester, suffered a 33.2 per cent fall to Y6.08bn in pre-tax profit for the first half. Textile sales fell 13.7 per cent and chemical sales 9.5 per cent.

Total sales slipped 8.8 per cent to Y154.8bn, and sales for the year are forecast at Y320bn, a fall from Y332bn last year.

Pre-tax profit for the first half is expected to be Y11.5bn, compared with Y17.5bn last year.

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The Financial Times plans to publish a Survey on

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### CALLING OF A SHAREHOLDERS MEETING

The shareholders of Credito Italiano are called to attend an Extraordinary Shareholders Meeting to be held on November 20, 1993 at 3.30 p.m. in the Bank's registered office in Genoa, in Via Dante 1. If necessary a second sitting will be held on November 27, 1993 at the same address and at the same time, to discuss and debate upon the following

#### Agenda

1) To amend the following articles of the company's Articles of Association: 5, 6, 12 and 16.

2) To give shareholders holding savings shares, the possibility of converting these into ordinary shares. The conversion ratio would be one ordinary share for each savings share held, against payment of Lit. 160 for each share converted.

3) To establish the period for the conversion. This would run from January 17, 1994 to February 11, 1994. After this, no further conversions may be requested.

4) To establish the date of January 1, 1993 as the dividend-bearing date for the new ordinary shares deriving from the savings shares.

5) To amend - once the conversion period in which the requests to convert savings shares into ordinary shares has expired - Article No. 5 of the Articles of Association, changing the number of ordinary and savings shares which represent the bank's capital to reflect the converted shares.

6) To grant the Managing Directors all powers needed to render the above resolutions executive, to accept and incorporate into same and into the new Articles of Association any and all changes, to make all additions and cancellations requested by the regulatory authorities or by the Courts when certifying them, and to then proceed to deposit and register same as called for by law, and to establish and define any and all other formalities regarding the conversion of savings shares into ordinary shares.

All shareholders holding ordinary shares with voting rights may attend the meeting, providing that they are listed in the Shareholders Register, and that they have deposited their shares with any Credito Italiano branch or with Monte Titoli S.p.A., at least five days before the date scheduled for the Shareholders Meeting.

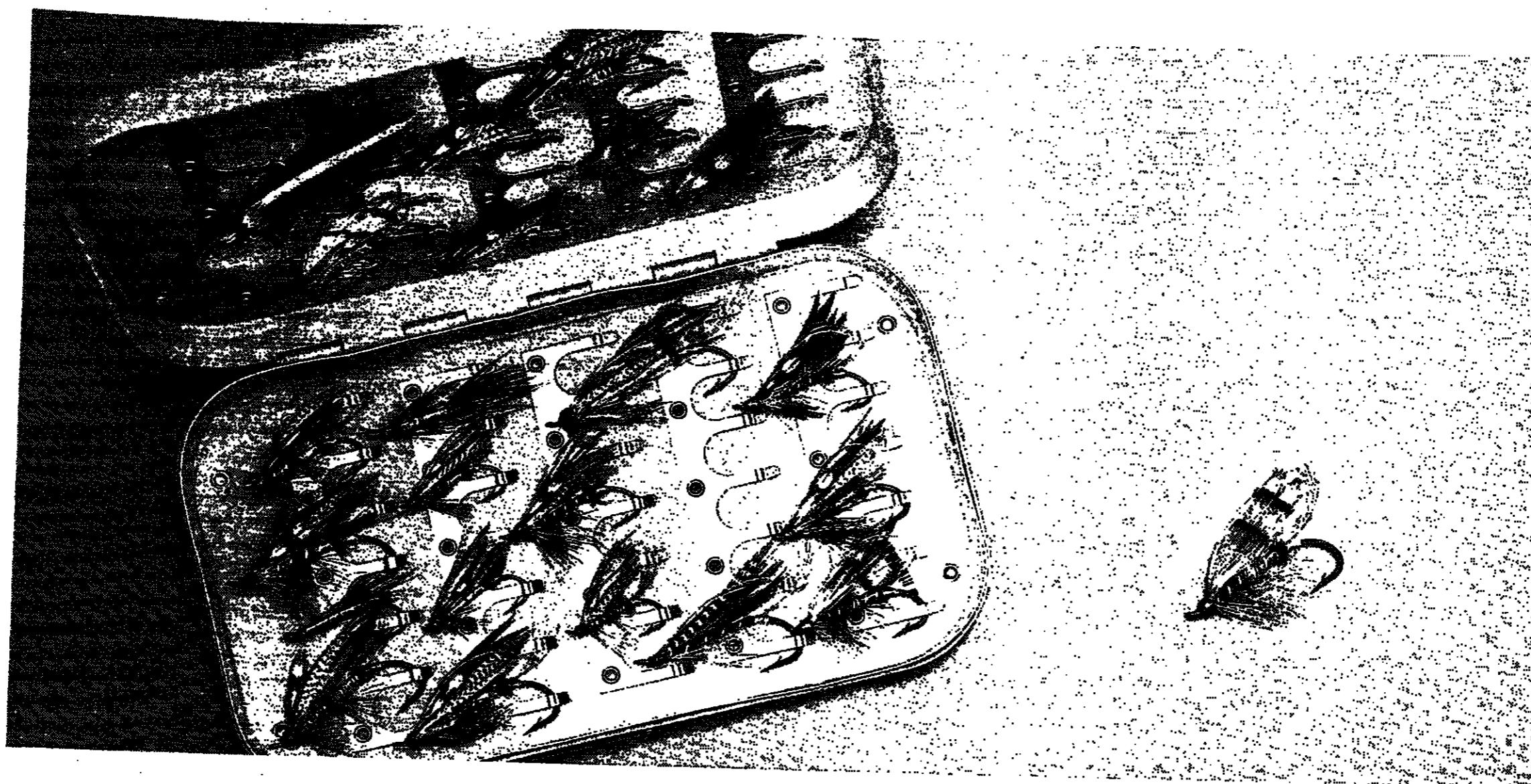
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## Composite provides further evidence of insurance market recovery Royal hits £113m at nine months

By Richard Lapper

ROYAL INSURANCE yesterday provided further evidence of the recovery in the insurance market when it reported pre-tax profits of £113m for the first nine months of 1993, compared with a loss of £53m during the same period of last year.

Earnings per share were 19.2p compared with 5.3p. After disposals profits amounted to £116m compared with 29m last time.

The strength of the investment markets has also helped restore the group's balance sheet.

Capital and reserves amounted to £21.5bn (£1.48bn) at September 30, and the solvency ratio - which measures net assets as a percentage of

non-life premium income - amounted to 99 per cent.

The "significant recovery in results" reflected "the overall insurance environment" and the impact of moves to increase efficiency and improve skills, said Mr Richard Gamble, chief executive.

Much of the improvement was concentrated in the UK where premium income grew by 7 per cent to reach £1.2bn (£1.15bn).

Premium rate increases were partially strong in commercial lines business with average increases of 31 per cent for employers' liability, 22 per cent for product liability and 35 per cent for marine.

Despite indications of rate competition in the personal motor market, Royal said its own motor rates were 13 per cent higher than last year.

Premium growth was particularly impressive at The Insurance Service, the Bristol-based direct insurer, where premium income rose by 40 per cent. In the UK the group's operating ratio (claims and expenses as a percentage of premiums) in the UK fell to 99.8 per cent, compared with 118.4 per cent last year.

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Higher weather losses were partially responsible for a deficit of £7m (profit £1m) in the US. But profits at Royal Canada and Royal Insurance Global, which handles the insurance accounts of international clients, increased.

However, some analysts are concerned about the pace of growth.

See Lex

## Maddox in loss and chairman resigns

By John Gapper, Banking Editor

MR HUGO BIERMANN, the entrepreneurial chairman of Maddox Group, resigned yesterday as the troubled computer maintenance company announced an £18.5m interim loss and a financial restructuring package, including a rights issue.

Estate agency losses amounted to £7m (£11m) and losses from long-term insurance amounted to £8m (£12m).

Pre-tax profits at Royal Life fell to £27m (£28m). Loan interest at the level of the holding group amounted to £29m (£25m).

Mr Tom Bennett, analyst with Paribas Capital Markets, said UK results were "excellent" but said the group as a whole "is still in convalescent mode."

Worldwide general business premiums increased to £2.73bn (£2.54bn). Underwriting losses fell to £285m (£435m) while investment income rose to £388m (£246m). Income from associated undertakings rose to £20m (£17m).

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Pre-tax profits at Royal Life fell

## COMPANY NEWS: UK

Increased confidence about the outcome of the Trident programme

## VSEL improves 11% to £29m

By Andrew Bolger

VSEL, the Cumbrian-based builder of Trident submarines, reported a steady increase in profitability but said it would be several months before it knew whether the current review of UK defence expenditure would require changes to the group's strategic plan.

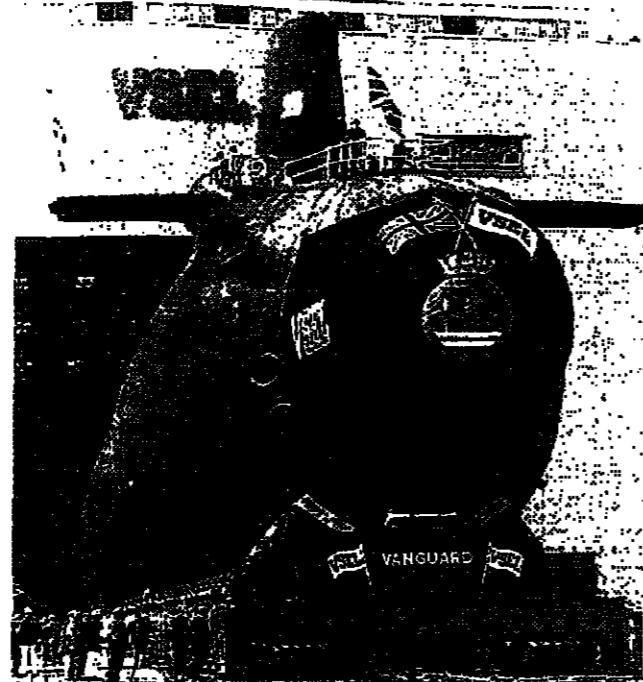
For the six months to September 30 the company's pre-tax profits increased by 11 per cent to £28.6m, although sales were flat at £234m (£234m).

Lord Chalfont, chairman, said he expected results in the second half to be at least at the level achieved in the first half and he remained encouraged by the prospects for 1994-95.

He said the successful completion of HMS Vanguard, the first Trident submarine which was accepted into service with the Royal Navy in September, had increased confidence in the outcome of the Trident programme as a whole.

"The second boat in the class, HMS Victorious, was launched on September 29. These achievements are reflected in the results for the half year. Work on the two remaining Trident submarines is progressing satisfactorily and in line with programme."

The last Upholder Class submarine to be built at Cammell Laird was handed over to the Navy in July and Birkenhead Yard was closed as planned, ending a long history of shipbuilding on the Mersey. Discussions with a prospective pur-



HMS Vanguard: accepted into service with the Royal Navy

chaser of the shipbuilding areas of the yard were continuing.

Satisfactory progress was being made at Barrow and at Kvaerner Govan on the Clyde on the contract for a helicopter carrier, which VSEL won with a bid of £135.5m in a competition with Swan Hunter, the Tyneside yard which then called in the receiver. VSEL

said it had made appropriate provisions to cover possible design and management risks on this type of contract.

Mr Noel Davies, chief executive, said VSEL had offered to take over the management of building three Type 23 Navy frigates at Swan Hunter, although it would be necessary to reach manning agreements with the trade unions.

## Oxford Instruments improves 19% to £5.1m as orders show recovery

By Paul Taylor

OXFORD INSTRUMENTS, the advanced instrumentation group, reported a 19 per cent increase in interim pre-tax profits yesterday and said the rate of new orders was showing "strong signs of recovery".

Pre-tax profits grew from £4.36m to £5.07m in the six months to September 26. Earnings per share increased by 12 per cent to 6.6p (5.5p) and the interim dividend is being increased by 7 per cent to 1.5p (1.4p). The shares closed up 8p at 296p.

The profit improvement was underpinned by an 8 per cent increase in turnover.

This grew to £48.6m (£45.1m) buoyed by new orders, which Mr Peter Williams, chairman and chief executive, said were up 10 per cent from the start of the year.

With 85 per cent of sales outside the UK, Mr Martin Lamaison, finance director, said the group mainly used sterling's devaluation to improve its competitiveness and boost sales volumes rather than enhance margins.

Operating profits jumped to £1.9m (£79,000) more than offsetting a decline in interest income to £359,000 (£500,000), mainly reflecting the group's lower mid-year cash balances of £1.6m, down from

£6.7m at the start of the year.

The £4.1m decline in cash balances represented an increase in working capital, reflecting the stronger order book and progress with long-term contracts and the group's second £25m (£16.5m) synchrotron machine.

Despite earlier concerns over the impact of uncertainties in the US healthcare market, Mr Williams said sales and profits from its magnetic resonance imaging (MRI) joint venture with Siemens held up well. Oxford's share of income from the joint venture slipped slightly to £2.81m (£2.96m).

## Interest costs cut Staveley to £7.5m

By Catherine Milton

A tender had been submitted, in collaboration with Hunting Engineering, for work on the Common New Generation Frigate project - a joint British, French and Italian programme to develop a new European warship.

Further tender submissions are expected to be made, including a bid to be prime contractor of the Batch 2 Trafalgar submarines and for replacement assault ships.

Earnings rose to 49.3p (44p) and the interim dividend is being lifted from 9p to 10.5p.

### • COMMENT

VSEL's shares have had a good run this year, helped by the group's knocking of its competitor Swan Hunter out of the ring. The group never concealed that its bid for the helicopter carrier was a loss-leader to get it back into building surface ships. Mr Davies believes most of VSEL's products will survive the defence review, although the scale and timing of orders may be affected. Meantime, the group has accumulated £270m of cash and seems philosophical about the possibility that it may be taken over in the ongoing shrinking of the UK defence industry.

The shares trade on a demanding prospective multiple of about 8. They are underpinned at that level by a premium yield and the strong cash position, but it is unlikely to move ahead until the Chancellor makes clear his intentions towards the defence budget.

Turnover rose to £166m (£155.8m). The company said sales in continental Europe were particularly buoyant, because of the strong order position at the beginning of the year.

Operating profits fell 12 per cent to £8.2m (£9.2m) as the company absorbed charges of £1m associated with cost-cutting within the mechanical and electrical services and weighing and systems groups. Trading remained difficult.

Operating margins fell to 4.9 per cent (5.9 per cent).

Minerals contributed £6.4m (£5.7m) to operating profits on sales of £17.1m (£15.7m), with British Salt enjoying steady volumes. Measurement gave a reduced £1.2m (£1.9m) on sales of £7.7m (£6.7m) as some continental European and North American businesses suffered reduced orders.

Operating profits at mechanical and engineering services fell to £500,000 (£1m), hit by cost cutting, on sales of £6.7m (£7.0m). Staveley said order intake showed a "favourable swing", with contracting down 8 per cent but maintenance up 19 per cent.

## Rental side behind advance to £3.22m at Warner Howard

By Catherine Milton

STRENGTH in rentals helped Warner Howard, the hot air hand dryer and laundry equipment company, improve interim pre-tax profits from £3.01m to £3.22m in spite of a fall in turnover from £11.2m to £10.7m for the half year to August 31.

The board declared an interim dividend of 2.27p (2.12p) out of earnings per share of 9.1p (8.5p).

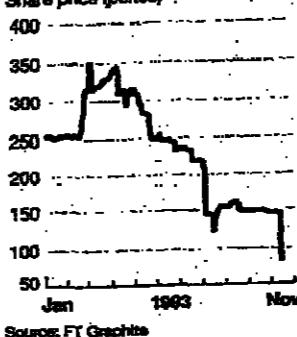
"In our rental business, which contributes about 85 per cent, volume held up. We have had a higher incidence of cancellations than we previously had. In the main it is straightforward company failures", said Mr Harvey Adams, the finance director.

The company said it had held prices although contracts would normally be at reduced rates.

Warner has more than 35 per cent of the market for rented hand dryers but dominates the

Sherwood Computer Services

Share price (pence)



Source: FT Graphics

moving to Sherwood's packaged software had cost the company some £500,000 in licence fees.

Finally, there were continued problems in the Lloyd's insurance market. The company has about 180 people working in that area and jobs would be lost as it reduced costs, Mr Matthews said. He was not prepared to indicate how many redundancies would be involved.

Last year Sherwood made pre-tax profits of £3m on revenues of £22m, but profits fell to £5.4m at the half-way stage after difficulties in the Lloyd's market forced a profits warning in August.

Mr Matthews said the life and pensions business would continue to show good growth, but he saw little improvement in either the local government or Lloyd's market in the year ahead.

## Birmingham Midshires acquires £18m mortgages

Birmingham Midshires, the UK's 13th largest building society, has acquired £17.8m of housing association mortgages from the Bank of Wales for an undisclosed amount, writes Alison Smith.

The portfolio comprises loans in 14 registered housing associations in Wales and one in Bristol.

This is the society's first acquisition of this type of loan book, though it already has experience of lending to associations.

Over the past 18 months, buying residential mortgage books from other sources, including Sunstone Bank and the United Bank of Kuwait, has already taken the society's assets to more than £6m. In the past five years it has bought mortgage books totalling just over £500m.

The society's new acquisition is a float, owing to increasing asset size, than organic growth, and as an alternative to merger, although it does not rule out combining with the right partner.

## BUSINESS FIRST

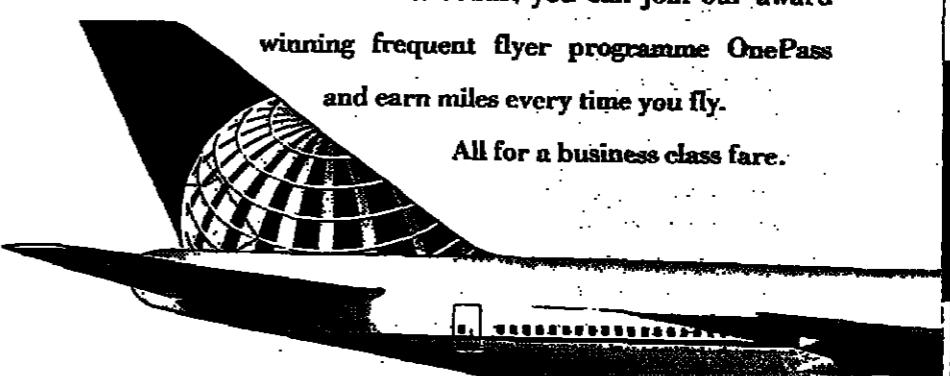
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## COMPANY NEWS: UK

£8.9m provision for Amtec and dividend lower than expected

## Northumbrian Water dips 42%

By Peggy Hollinger

**NORTHUMBRIAN** Water, the smallest of the privatised water companies, has paid the price of unsuccessful diversification with a 42 per cent drop in interim profits and a lower than expected dividend.

Sir Frederick Holliday, the chairman, announced pre-tax profits of £22.6m for the six months to September 30, while sales were 20 per cent ahead at £143.2m. The share price, which had fallen from 65p last week on rumours of heavy provision, closed 5p down at 68p.

The sharp profits fall was largely due to an £18m provision for Amtec, the underground pipe maintenance business, which was one of Northumbrian's earliest diversifications post-privatisation. Amtec, purchased for a total of £5.8m, incurred a further £2.3m in operating losses.

Northumbrian's failure on Amtec follows a £26m provision at Thames Water last month and is likely to fuel further the debate over diversification. "It will reinforce investors' nervousness about the quality of the unregulated earnings in the water industry," says Mr Robert Miller-Bakewell of NatWest Securities.



Sir Frederick Holliday, chairman (left) and David Cranston, chief executive. Amtec failure likely to fuel debate over diversification

### COMMENT

Although the provisions include goodwill adjustments of 82m, the losses and remaining charges are proportionately as significant for Northumbrian as those unveiled

recently by Thames. Add to that questions over the unreliability of earnings from its investments and Northumbrian does not seem to have come far since privatisation. The regulated business, like

others in the sector, appears solid. This will help it achieve forecast profits of 95.6m after exceptional, against 95.6m last year. On a prospective p/e of 7.3, it would appear the jury is still out.

## Waddington advances 16% to £9m

By Peter Pearce

**PROFIT RISES** in its packaging and games divisions offset a fall in the printing side at John Waddington and led to a 16 per cent pre-tax increase from £7.6m to £8.6m in the 26 weeks to October 2.

Although the advance was broadly in line with expectations, the shares slipped 12p to 245p, affected by the mixed nature of the results.

In the packaging division, overall operating profits rose to £8.1m (£5.6m) on turnover up at £74.9m (£61.7m). Within the plastic packaging side, the US food services business performed well, lifting operating profits by 12p to £2.7m on turnover up at £23.5m (£21.5m). Cartilage Cup Company, bought in May for £5.4m (£3.57m), chipped in profits of £400,000 on sales of 2.4m.

Mr Geoff Gibson, finance director, said

Cartilage added a more downmarket range to the existing portfolio. There had been a 25 per cent increase in volumes in the US to meet demand, but the price had been a cent lack of efficiency.

On the food and drinks side, profits slipped to £1.4m (£1.6m) on turnover of 22.5m (£21.2m).

Within paper and board packaging, earnings raised profits 17 per cent to £2.1m (£1.5m) on turnover up at £16.3m (£15.2m). However, the labels business increased its losses to £800,000 on turnover down at £6.8m. Mr Gibson said that although the lost Heinz contract had been replaced with new business, albeit at lower margins, there had been problems with self-adhesive labels.

Mr Martin Buckley, group chief executive, said he was "disappointed" with the specialist printing division, where profits shrank to £1.02m (£1.28m) on sales of 22.5m.

## IMC enters battle for control of ICD

By Nigel Clark

**THE BATTLE** for control of International Communication & Data, the marketing services company, took a new twist yesterday when IMC Industries announced it was raising £24.000, part of which may be used to take up an option on ICD shares.

The move could give IMC, the USM-quoted soft drinks and leisure group, a stake of up to 11 per cent which would be used to support three of the present ICD board members, including Mr David Cicural, the chairman, retaining their positions.

Mr Cicural, who is also chairman of IMC, said the decision

to take up the option depended on a number of other factors being in place. He declined to say what these were saying that he did not want to give away too much information to the opposition.

PSB Group, a direct marketing company in which Mr Stephen Morris has an interest, is attempting to replace the three directors with its nominees giving it control of the board. PSB claims to control 23.6 per cent of voting rights in ICD.

The option was granted on 6.95m shares at 7p in lieu of a fee for the services of Mr Cicural as non-executive chairman. Since his appointment a reorganisation of ICD has been undertaken. ICD's shares

closed at 11p, down 1p.

IMC is raising the cash through a placing of 11.3m shares at 31/4p with Mercury Asset Management, giving it a holding of 4.3 per cent, and a 1-for-10 rights issue at the same price. IMC shares closed

unchanged at 31/4p.

Mr Cicural said he was expecting a bitter battle but was in bullish mood. "We have done very well since I came in for the shareholders. The other side is trying to get control of the company on the cheap."

Mr John Beard, chief executive, said the outplacement market was less active than last year and the group's focus had been to cut overheads and introduce new levels of service in response to the highly competitive environment and cli-

ent requirements. He added that the directors would continue to review appropriate opportunities for expansion or diversification into related business sectors.

Turnover fell to £3.89m (£5.42m). Losses per share came through at 2p (13.9p earnings) and the interim dividend was 1.2p, compared with a notional 0.97p before.

In September, when the company issued a statement warning of an interim loss, the

## Penna losses at £118,000

**PENNA**, the USM-quoted holding company for the Sanders & Sidney outplacement consultancy, yesterday announced pre-tax losses of £118,000 for the half year to September 30 against profits of £2.03m.

In September, when the company issued a statement warning of an interim loss, the

shares fell by 35p to 130p. Yesterday they closed unchanged at 127p.

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market was less active than last year and the group's focus had been to cut overheads and introduce new levels of service in response to the highly competitive environment and cli-

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## Appleby Westward drops 28%

**SHARES** in Appleby Westward Group dived 20p to 17.5p after the USM-quoted grocery distributor reported a 28 per cent decline in pre-tax profits to £730,000 for the 28 weeks to September 11.

Sales for the period were down 8 per cent to £28.2m, while earnings per share fell to 8.5p (11.9p). However, an unchanged interim dividend of 3.2p is declared.

Mr Roger Harvey, the chairman, explained that the shortfall partly reflected the planned

reduction in gross margin necessary to help the

company's retailers. Additional costs were also incurred in reducing the workforce and re-aligning the productivity payment scheme to its

workhouse and transport staff.

Following an agreement with Watson & Philip, its distribution network now covers Wiltshire, Dorset, Hampshire and the Isle of Wight.

Although the initial transition had gone smoothly, Mr Harvey said, commission payments to Watson & Philip would affect profits, especially

in the first two years of the six-year agreement.

Roughly 60 per cent of Ruberoid's turnover is in commercial contracting, of which about 70 per cent is refurbishment. The balance of its sales come from manufacturing and distributing a range of bituminous waterproofing systems.

The issue will raise £28.8m for existing shareholders, principally subsidiaries of Tarmac, and £2m for the company.

More than 30m shares, 65 per

cent of the issue, are being placed first with institutions.

The balance, 16.5m shares, is being placed subject to clawback under the public offer after a

14.9 per cent.

On forecast pro forma pre-tax profits of 5.5m for the year to end-December, the issue price gives a pro forma p/e of 14.9 times.

The total dividend of 5.4p the

offer is 1.5 times.

Contracting is a low margin business carrying some risks.

In the UK Ruberoid's main market, new construction, is limited by the glut of commercial property. The company's reliance on refurbishment is therefore a comfort. Also, Ruberoid has already taken full

provisions against contracting losses and enjoys good share in its markets. The risks and low growth profile are reflected in the company's cheap 14.3 times rating which compares with others in the mid-20s in the building materials sector.

Coupled with its dividend yield

the stock Tarmac failed to sell to a trade buyer should reach a reasonable premium in a high

market.

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## COMMODITIES AND AGRICULTURE

# Minister to lobby EC over Spanish abattoirs

By Deborah Hargreaves

MR NICHOLAS Soames, UK agriculture minister, said he will protest strongly to the EC Commission about conditions in Spanish abattoirs after the RSPCA released undercover videos of the grisly ways used to butcher livestock.

Mr Soames said he was "appalled" by the film of lambs being paralysed by having their spinal chords severed with a screwdriver. "It is completely unacceptable. It is in flagrant abuse of the European rules and regulations," he said.

New EC rules on abattoirs came into effect at the beginning of the year stating that all animals must be stunned before slaughter.

Mr Alastair Mews, assistant chief veterinary officer at the RSPCA, said the films show

that, although paralysed, many animals killed in Spanish abattoirs are fully conscious when their throats are cut. "I'm a hardened vet, I've seen some ghastly things, but this is the worst ever," Mr Mews said. "It's nothing short of organised barbarity."

The RSPCA is urging farm ministers to introduce restrictions on the transport of live animals because of the appalling conditions in which they are kept. The organisation is pressing for journey times to be kept to eight hours.

Mr Mews said that animals bound for slaughter on the continent often travelled for up to 40 hours in inhumane conditions without food or water. He said Germany, Holland, Luxembourg and the Scandinavian countries had joined in enforcing maximum journey times to put its findings to the EC Commission in the hope it will tighten up enforcement of animal welfare rules in abattoirs across the EC.

Mr Mews said he believed Britain should withhold the export of live animals to Spain

in protest at conditions in the abattoir industry. Around 2m live sheep are expected to be exported this year to Spain and France - about 20 per cent of the UK's total sheep-meat exports.

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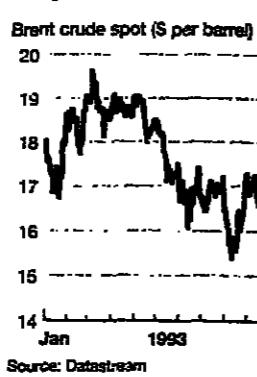
## Talk of Opec cut revives oil

By Robert Corzine

REPORTS that Saudi Arabia might consider cuts in the production ceiling set in late September by the Organisation of Petroleum Exporting Countries yesterday lifted oil prices after the benchmark Brent blend fell to new post-Gulf war lows.

The price of Brent blend for December rose to \$15.85 in late London trading after earlier falling to \$15.20. One London trader said the news agency report caused "the market to perceive that Opec might cut the ceiling" of 24.52m barrels a day. "People were hesitating to sell," he said. The report, however, did not say whether Saudi Arabia was prepared to cut its own fm b/d quota.

The markets also strengthened as a result of the vote in the United Nations Security Council last night to impose new sanctions on Libya that could affect its ability to export



over Libyan exports could help to underpin the oil prices temporarily, according to analysts.

The quick reaction to the Saudi report highlighted the growing nervousness of the markets ahead of Opec's next ministerial meeting in Vienna on November 23. Yesterday Mr Renda Malek, the Algerian prime minister, was quoted by a newspaper in the United Arab Emirates as saying that oil producers "should show greater restraint" in order to boost prices.

On Monday, Opec's Economic Commission meets to discuss its forecast for short-term demand. It will prepare a report for Opec ministers which is expected to show a continuing decline in demand for Opec oil. "What we have here is a combination of seasonal factors. . . weak world demand and stepped-up non-Opec production," an Opec official said yesterday.

oil. The ban includes new equipment, such as high capacity pumps and refinery machinery, as well as parts and spares for Libya's oil transport and export facilities. It is designed gradually to erode the country's export capacity, but the uncertainty

## LME cuts ring-dealing charge

By Kenneth Gooding

THE LONDON Metal Exchange is to cut contract levies next year by nearly 60 per cent - from 12p to 5p per "lot". Its action is in response to complaints from some ring-dealing members that they are not getting a fair deal.

The exchange is experiencing record business and it further demonstrated its financial strength yesterday by deciding to return £2m of the levies

raised this year to all clearing members. It paid a £1.5m levy rebate for 1992.

The LME board has been wrestling for some time with the problem of how to handle complaints from some of its 16 ring-dealing members that they were carrying a greater share of the burden of running the exchange and facing more risks than non-ring-dealing members but not getting commensurate returns.

Now, as a first move, the board has decided that next

year the ring-dealers will pay lower contract levies - those for other LME members remain at 12p a "lot".

For four years the LME's business in tonnage terms has risen at an annual average of 30 per cent. By the end of October this year it was 45 per cent ahead of the same months in 1992. Turnover is expected to reach US\$1bn compared with \$700m last year. The LME reported pre-tax profit just above £1m for 1992 compared with £1.4m a year earlier.

Silver's price has recovered strongly since news of the Xerox discovery first hit the market two weeks ago at which time it slipped to \$2.20 a troy ounce. Last night it closed in London at \$4.545, down 3 cents.

• Eastman Kodak of the US said it will soon begin customer testing of a new print-from-slides process using the digital PPFX system. But an official said it would have no significant impact on silver usage.

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## MARKET REPORT

COFFEE lost £6 a tonne yesterday to reach £1,264 as traders waited anxiously for the latest Brazilian coffee auction which was due to take place after the market's close. Brazil's commitments to the producers' retention scheme mean it had to buy 264,000 bags of coffee in last night's auction and a final auction to be held today. Traders yesterday expressed scepticism about whether producers could manage to buy so much in such a short time. A depressed NICKEL market extended early losses by the close, dealers said. Trade support around the \$4,600 a tonne level eventually gave way

and a sluggish fundamental picture did little to help the price, which ended at \$4,587.50 a tonne, down \$105. Analysts suggested nickel had further to fall. The Baltic Freight Index (BFI) faced a testing period following the reform of its component routes and its performance will have to be assessed in a year's time. Baltic Exchange chairman Peter Tubb said: "The BFI is effectively on trial until next year. But if the (latest reforms) can't succeed in winning back more volume (to the freight chartering market), it is difficult to see what will." Compiled from Reuters

## London Markets

CRUDE OIL - IPE			
Latest	Previous	High/Low	\$/bbl
Dec 15.70	15.32	15.73 15.21	
Jan 15.04	15.64	16.07 15.55	
Feb 16.27	15.90	16.30 15.82	
Mar 16.43	16.05	16.43 16.03	
Apr 16.56	16.29	16.57 16.19	
IPE Index 15.50	15.48		
Turnover 509,177 (542,077)			

GAS OIL - IPE			
Latest	Previous	High/Low	\$/bbl
Nov 195.25	195.26	196.00 195.00	
Dec 193.50	192.50	194.25 192.25	
Jan 192.25	191.00	193.50 191.00	
Feb 190.00	189.50	192.25 187.75	
Mar 189.25	188.75	190.50 188.25	
Apr 189.00	188.50	190.75 187.50	
May 189.00	188.50	190.75 187.50	
June 189.00	188.50	190.75 187.50	
July 189.00	188.50	190.75 187.50	
Aug 189.00	188.50	190.75 187.50	
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Mar 189.00	188.50	190.75 187.50	
Apr 189.00	188.50	190.75 187.50	
May 189.00	188.50	190.75 187.50	
June 189.00	188.50	190.75 187.50	
July 189.00	188.50	190.7	







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## FOREIGN EXCHANGE

## Yen firms against dollar

Foreign currency trading all but ground to a halt as markets in US, Canada, France and Belgium remained closed for national holidays, writes *Conner Middelmann*.

Most currencies languished in directionless trading, and with many US market participants expected to take a four-day weekend, today's session could be similarly uninspired.

The Japanese yen saw most of the action yesterday and firmed markedly against the dollar, which closed in London at Y106.45, down from Y107.20 on Wednesday. The dollar's breach of key support at Y106.70/80 quickly sent it sliding as low as Y106.25 before recouping some of those losses.

According to Mr Chris Furness, senior currency analyst at the market analysis firm IDEA, there is intermediate support for the dollar at Y106.20, with strong support at Y106.20.

"At that point we would expect to see some action from the Bank of Japan," he said. The Bank of Japan and the US Federal reserve were rumored to be intervening in support of the dollar overnight, but most traders said they saw no evidence of such actions.

The dollar firmed against the

D-Mark and closed at DM1.6915, up from its intra-day low of DM1.6855 but little changed from Wednesday's close of DM1.6920. The next impetus for the dollar could come from the release of October US retail sales at 1330 GMT today, with most traders calling for a month-on-month 1.2 per cent gain.

One reason for the D-Mark's softer tone were statements from Bundesbank director and central bank council member Ottmar Issing, who said in a magazine interview that the Bundesbank will explore its scope for future rate cuts by "probing with small steps". Issing also said that further easing hinges on developments in Germany's inflation rate and its M3 money supply growth measure, and warned that risks to German price stability are not yet fully subdued.

Also damping the German currency was the softer call money rate, which eased to around 6.35 per cent from 6.45 per cent on Wednesday amid ample liquidity in the banking system.

Sterling extended Wednesday's recovery and briefly breached the psychologically important DM2.50 barrier. However, it ran out of steam at that level and ended the day at DM2.5000, up from DM2.4975 on Wednesday.

"In these thin markets almost any trade will move the currency, but that doesn't necessarily mean the move is sustainable," said a London currency trader, who expects sterling to remain locked in a narrow range until the November 30 Budget.

Traders today will be looking to the publication of UK September industrial production numbers to provide evidence of the latest state of the UK recovery. Information in recent days has suggested that it is patchy and uneven.

**EMS EUROPEAN CURRENCY UNIT RATES**

Nov 11	Latest	Previos
8 Sept	1.0700	1.0715
1 month	0.93-0.95	0.92-0.94
3 months	0.83-0.85	0.82-0.83
12 months	0.72-0.74	0.71-0.73

Forward premiums and discounts apply to the US dollar

**£ IN NEW YORK**

Nov 11	Latest	Previos
8 Sept	1.4700	1.4725
1 month	1.33-1.35	1.32-1.34
3 months	1.03-1.05	1.02-1.04
12 months	0.92-0.94	0.91-0.93

Forward premiums and discounts apply to the US dollar

**STERLING INDEX**

Nov 11	8 Sept	1 month	3 months	12 months
8 Sept	1.0452	1.0750		
1 month	0.93-0.95	0.92-0.94		
3 months	0.83-0.85	0.82-0.83		
12 months	0.72-0.74	0.71-0.73		

Commercial rates shown exclude the cost of London trading. Settlement forward dollar 1.50-1.60pm 12 Month

1.43-1.54

**CURRENCY RATES**

Nov 11	Bank of England	Moratorium	Changes %
Sterling	80.6	-29.02	
US Dollar	66.2	-11.10	
Canadian \$	114.4	-11.10	
Austrian Schilling	111.0	-2.11	
Belgian Franc	111.0	-4.44	
D-Mark	5.75	-12.49	
Swiss Franc	7.28	-9.54	
French Franc	124.25	-14.63	
Portuguese Escudo	120.84	-19.03	
Italian Lira	75.6460	-2.79	

A Bank of England rates to central bank discount rates. Rates are for 12 months and spot.

† European Central Bank rates.

All SDR rates are for 12 months.

**CURRENCY MOVEMENTS**

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1.43-1.54

**DOLLAR SPOT - FORWARD AGAINST THE POUND**

Nov 11	Day 4	Closes	Close	2 months	3 months	6 months	12 months
US	1.4740	1.4810	1.4780	0.34-0.35	2.28	0.93-0.98	2.20
Canada	1.9245	1.9465	1.9414	0.24-0.25	5.50	0.73-0.75	2.20
Australia	2.1500	2.0800	2.3100	0.34-0.35	5.50	1.40-1.45	2.20
Denmark	1.0470	1.0525	1.0535	0.34-0.35	5.50	1.05-1.06	2.20
Ireland	1.0495	1.0510	1.0510	0.03-0.05	5.50	1.05-1.06	2.20
Portugal	1.3550	1.3575	1.3569	0.24-0.25	5.50	1.35-1.36	2.20
Spain	2.0025	2.0230	2.0170	0.34-0.35	5.50	2.00-2.01	2.20
France	10.1225	10.0600	10.0575	0.34-0.35	5.50	10.12-10.13	2.20
UK	15.20	15.20	15.18	0.34-0.35	5.50	15.20-15.21	2.20
Austria	17.52	17.63	17.57	0.34-0.35	5.50	17.52-17.53	2.20
Belgium	1.3625	1.3630	1.3615	0.34-0.35	5.50	1.3625-1.3630	2.20
Italy	1.3625	1.3630	1.3625	0.34-0.35	5.50	1.3625-1.3630	2.20

Commercial rates shown exclude the cost of London trading. Settlement forward dollar 1.50-1.60pm 12 Month

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Australia	2.1500	2.0800	2.3100	0.34-0.35	5.50	1.40-1.45	2.20
Denmark	1.0470	1.0525	1.0535	0.34-0.35	5.50	1.05-1.06	2.20
Ireland	1.0495	1.0510	1.0510	0.03-0.05	5.50	1.05-1.06	2.20
Portugal	1.3550	1.3575	1.3569	0.24-0.25	5.50	1.35-1.36	2.20
Spain	2.0025	2.0230	2.0170	0.34-0.35	5.50	2.00-2.01	2.20
France	10.1225	10.0600	10.0575	0.34-0.35	5.50	10.12-10.13	2.20
UK	15.20	15.20	15.18	0.34-0.35	5.50	15.20-15.21	2.20
Austria	17.52	17.63	17.57	0.34-0.35	5.50	17.52-17.53	2.20
Belgium	1.3625	1.3630	1.3625	0.34-0.35	5.50	1.3625-1.3630	2.20
Italy	1.3625	1.3630	1.3625	0.34-0.35	5.50	1.3625-1.3630	2.20

Commercial rates shown exclude the cost of London trading. Settlement forward dollar 1.50-1.60pm 12 Month

1.43-1.54

**EURO-CURRENCY INTEREST RATES**

Nov 11	Short	7 Days	One Month	Three Months	Six Months	One Year
Sterling	5.15-5.20	5.15-5.20	5.15-5.20	5.15-5.20	5.15-5.20	5.15-5.20
US Dollar	5.00-5.05	5.00-5.05	5.00-5.05	5.00-5.05	5.00-5.05	5.00-5.05
Australian \$	5.05-5.10	5.05-5.10	5.05-5.10	5.05-5.10	5.05-5.10	5.05-5.10
D-Mark	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Swiss Franc	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
French Franc	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Spanish Peseta	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Portuguese Escudo	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Italian Lira	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Belgian Franc	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Dutch Guilder	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Denmark	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Ireland	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Portugal	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Spain	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
France	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
UK	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Austria	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17	5.12-5.17
Belgium	5.12-5.17	5.12-5.17	5.12			







## AMERICA

## US markets edge up in subdued trading

## Wall Street

US SHARE prices edged higher across the board yesterday morning although trading was subdued by a Veterans day holiday which closed the country's banks and shut the bond market, writes Patrick Harcorow in New York.

At 1 pm, the Dow Jones Industrial Average was up 9.23 at 3,672.77. The more broadly based Standard & Poor's 500 was up 0.92 higher at 2,577.05, while the Amex composite was up

MEXICAN stocks hit a new intraday high on renewed confidence that Nafta will gain US approval next week. The IPC index was up 64.68, or 3.2 per cent, to 2,100.01 at midday.

Volume was 41.6m shares, with the most heavily traded stock being Telefonos de Mexico.

151 at 478.21, and the Nasdaq composite up 3.55 at 780.06. Trading volume on the NYSE was 168m shares by 1 pm.

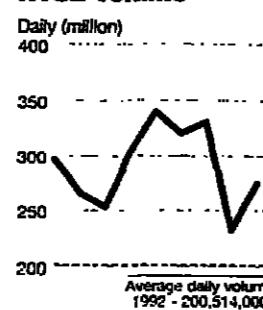
Although equity investors remain concerned about rising interest rates, the closure of the bond market yesterday allowed them to concentrate on more positive factors. Chief among these was the growing hope that the North American Free Trade Agreement will be approved by congress in next

Wednesday's crucial vote.

Until as recently as a few days ago, Nafta's chances of being passed by legislators looked slim, and stocks were depressed by the prospect that the new free trade axis between Canada, the US and Mexico would collapse at the final hurdle.

Following Tuesday's televised debate between Mr Al Gore, the vice-president, and

## NYSE volume



equipment to Pacific Telesis. Philip Morris climbed \$1% to \$56.6m in volume of 1.5m shares after analysts at two broking houses, Goldman Sachs and Salomon Brothers, upgraded their ratings on the stock following recent rises in cigarette prices.

Gap Stores, which opened late because of an order imbalance, saw its share price rise 2.2% to \$38.7m, a new 52-week high, on news of third quarter earnings of 54 cents a share, up from 43 cents a share and well above analysts' forecasts.

Bear Stearns jumped \$1% to \$22.7m following an article in the Wall Street Journal which highlighted the company's recent strong profits performance.

The stock was additionally helped by a buy recommendation from Prudential Securities.

Critical comments about the troubles at its half-owned French theme park Euro Disney continued to unsettle Walt Disney shares, which eased 3% to \$11 in busy trading.

## Canada

TORONTO's composite index retreated from an earlier record intra-day high of 4,292.22, registering a gain of 16.03 to 4,285.56 at noon. Gold issues continued to lead the market, rising 170.34, or 1.6 per cent to 10,582.55.

Leading Nafta critic Mr Ross Perot, the markets now believe that the pact's chances of success have improved.

AT & T jumped \$2.1 to \$57.6m in volume of 2.1m shares as investors celebrated the news that the telecommunications group had won a "multi-billion dollar" contract to provide

AT & T's 21m shares as investors celebrated the news that the telecommunications group had won a "multi-billion dollar" contract to provide

## Renewed foreign demand for golds provides lustre

Philip Gavith assesses Johannesburg's prospects

Since Mr Nelson Mandela, leader of the ANC, called in September for the lifting of all remaining economic sanctions against South Africa, investors have been trying to assess the implications for the Johannesburg Stock Exchange of the country's readmission to the global investment community. The task is not simplified by a backdrop of political uncertainty and violence.

In terms of traditional criteria, the JSE, like many of the world's major bourses, is in demanding territory. Although the industrial market has performed poorly this year - it has risen by only 5 per cent to yesterday's 4,607 from 4,359 at the start of the year - it is currently on a p/e ratio of 15, compared with an average of 9.5 since 1980.

This is only marginally below the 15.4 multiple seen just before the market crashed in October 1987, and underlying earnings growth remains anaemic.

Notwithstanding the case for caution, Mr Johannes van der Horst, general manager of investments at the life office Old Mutual, South Africa's largest institutional investor, recently predicted that the industrial index will have reached about 5,100 by October 1994, implying a total return (including income) of 15 to 20 per cent for the year.

This assumes, unconvincingly, a continuing decline in interest rates and modest earnings growth on the industrial index of 12 to 15 per cent. He believes this could reach 25 per cent, "if things go right for a change", a hope supported by yesterday's preliminary GDP

figures showing 8 per cent growth in the third quarter.

Two points can be made about this analysis. First, if there is a crack in world markets, and the US in particular, all bets are off. The JSE Industrial index tracks the Dow very closely and if it turns down, the JSE is sure to follow. Secondly, if there is no such

## South Africa

Johannesburg SE indices rebased

Source: Datastream

crack, Mr van der Horst is probably erring on the side of caution.

There are certainly some who believe that the market, in a year's time, is likely to be closer to 6,000, than 5,100.

The case for greater optimism is based largely upon anticipation that there will be significant foreign buying of the JSE in the coming year. Most of the activity is expected to come from the US, where many investors have only been freed recently from sanction constraints to invest on the JSE. The current year has already seen a reversal of the pattern occurring in previous years when foreigners

were net sellers of equity.

This has largely been on the back of the US purchase of South African gold shares, which helped to drive the golds index up to a high of 2,149 at the end of July after starting the year at 768. After dropping to 1,457 in mid-September, it has since recovered to its current level of 1,500 on the back of a firmer bullion price.

While most Johannesburg brokers remain bullish about gold, US buying is expected across a broad spectrum. Mr Richard Stuart of brokers Martin & Co notes that there is "plenty of US money looking to come in".

He says that US investors are not particularly concerned about ratings, which are not high compared with their own market. They believe, too, that earnings are depressed after four years of recession. "They will just buy the socks off the market. They know how their herd behaves - it will not wait for earnings growth to come through."

Although, in the first instance, this will be "hot" money coming from the hedge funds, and likely to cause great volatility on the JSE, more sober money is also having a look.

There is talk of up to seven countries (or Southern African) funds being set up, while the prospect of the International Finance Corporation (IFC) classifying South Africa as an emerging market and Morgan Stanley including the country in its international index could trigger significant index buying.

Retailers were higher on hopes that deregulation will help earnings. Ito-Yokado rose

1.4% to 1,750.20, while the

market leader, Woolworths,

rose 1.2% to 1,650.20.

Domestic brokers com-

mented that the market gained confidence following a meeting in London between Mr Chris Patten, the governor, and the UK cabinet.

HSBC was the day's most actively traded share, rising 1.5% to 1,380.04.

There was a similar pattern among insurers where the leading stock, Allianz, eased 0.5% to 1,251.20.

Goldman Sachs, the

market leader, rose 1.2% to

1,250.20.

Other brokers, including

Standard & Poor's, rose

1.2% to 1,240.20.

Overall, the market

rose 1.1% to 1,620.20.

Mr Gavith is a member of the JSE's board of directors.

## FT-SE Actuaries Share Indices

## November 11

## THE EUROPEAN SERIES

## Hourly changes

## Open 10.30 11.00 12.00 13.00 14.00 15.00 Close

## FT-SE Eurotrack 100 1338.45 1334.52 1334.04 1326.88 1327.52 1327.66 1328.92 1328.92

## FT-SE Eurotrack 200 1404.80 1402.91 1402.38 1404.66 1405.03 1404.38 1404.38 1404.42

## Nov 11 Nov 9 Nov 8 Nov 7 Nov 6 Nov 5 Nov 4

## FT-SE Eurotrack 100 1334.90 1346.87 1337.43 1337.58 1335.93

## FT-SE Eurotrack 200 1401.16 1405.41 1325.62 1328.44 1424.46

## Nov 10 Nov 9 Nov 8 Nov 7 Nov 6 Nov 5 Nov 4

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## FT-SE Eurotrack 100 1334.90 1346.87 1337.43 1337.58 1335.93

## FT-SE Eurotrack 200 1401.16 1405.41 132

## RECRUITMENT

**JOBS: Lucy Kellaway** on a communications course which has made strong men weep but merely left her blinking

INSIDE each of us is a good communicator. No matter how frayed, gauche, bumbling or autocratic we are, we could become user-friendly managers with a little guidance and a bit of effort.

It is an attractive view, one that is being peddled by a new breed of consultants specialising in communications courses. Communication, they say, matters more than ever. In the old days, everyone was told what to do and expected to get on with it. But now that corporate hierarchies have been abandoned and workers empowered, it is essential that people get along with each other.

But do these courses work? Can we really emerge from them more personable and perceptive than when we went in?

To find out, I joined an intensive session designed for a female executive at BZW by Harley Young Associates, which specialises in corporate cultural development. HYA's communications course, run by ex-actor Philip Hynd, has attracted some startling testimonials. One manager, on returning to his office after the seminar, surprised the receptionist by remarking on the fine bunch of flowers on her desk. It was not just that he had learnt the art of small talk; he had never noticed the flowers before. Peter Horne of Apricot, for which HYA carried out a whole programme of cultural change, not only softened his manner but even shaved off his moustache.

Grown men, unused to confronting their emotions, had been known to break down

## To boldly go beyond perceived limitations

and weep during the HYA course. One manager felt that he had been peeled apart like an onion into different layers, and requested an extra day's training in order to put back together again. The course literature promised to make us understand the effect we have on others, go beyond our perceived limitations, and to question our habitual reactions. It pledged to "unlock and direct human energy", translating it into achievement.

The first step was a questionnaire, sent out in advance, in which we had to rate our skills at such things as "being authentic", "being appropriate" and "building rapport", and then list the personal and professional cycles of behaviour patterns that we most wanted to change.

The training day, held at BZW's London office, started with each of us reading out the questionnaires.

"It is not clear what 'being authentic' means," I began. This was wrong. According to Hynd, our "facilitator", good communicators do not say things that are subjective as though they were objective truths. They always say "I think" or "I feel" unless stating a fact, and certainly never say "you" or "one", when they could say "I" or "me".

The BZW woman groaned at the video camera, which was stealthily recording as we spoke. Apparently, her reaction was

telling. The facilitator said it was typical of a deep insecurity inside us all. Even the most senior managers have a sense that they are not good enough, and to avoid being found out take on defensive patterns of behaviour. If these "work" they are repeated so often they become subconscious.

To break the mould, we were asked to dig into our earliest memories and recall times when we were reprimanded unfairly, and then re-experience how we felt about it. From these tales of classroom misdemeanours, significant patterns started to emerge. We were told that the way people react to early traumas divides them into two camps: some deal with their own feelings of inadequacy by seeking approval, while others control their own emotions and the people around them.

It turned out that my formative experiences in the playground and at my mother's knee had made me a controlling person. The fact that fellow controllers are Robert Maxwell and Lady Thatcher did not make me feel any better about it. Control people have all the answers, never show their feelings, are dogmatic and arrogant, will not argue unless they can win, and withdraw rather than lose face. Approval seekers - a category shared by my course mates as well as John Major and Richard Branson - turned out to be not

much better. The tell-tale signs are constant smiling, and an earnest, sycophantic manner. Approval seekers are pushovers, and may seem to be behaving in a kindly way but always have a hidden agenda.

The point of this exercise was to make us aware of the tricks we play, and thus give us the choice of whether to go on playing them. The problem is that if you do not (as I did not) accept the diagnosis, it is harder to change your ways. The facilitator seemed quite unmoved by my dissent; he said failure to recognise controlling tendencies was a classic characteristic of control people.

He then asked us to think of an event in the next weeks in which we would have behaved in our bad old ways, and then choose a different course of action that might run against the grain, but be more likely to get results. Then we had to choose each other as mentor to talk through the event both before and after.

More than a week has gone by. My BZW partner has not called on my help to get her through her meeting with a buly at which she planned to be more assertive. I have not called on her either. It is all very well letting your hair down during a course, but telephoning someone you don't know days later for their advice on how to behave is asking too much.

The next stage was about energy. We all

communicate" and "Would you book me a ticket by credit card?" and then watch the result on video.

Our facilitator thought that my eye contact was a bit too much: I should blink more often. He said that my way of pulling my chin back and holding my head on one side seemed to be saying "You are stupid and you better sort it out".

These home truths would have been easier to dismiss were it not for the sensible nature of the advice he was giving to my course mate. Her habit of going into a fake coquettish voice was much better discarded, as was her frequent raising of eyebrows.

We went over the same phrases again for the video's benefit, this time without our habitual gestures.

I could see that my course mate looked better eyebrows down. She assured me that my self-conscious blinks and thrusting chin were also an improvement. The problem was how to stay that way once the training day was over it was all too easy to slip back.

If you go along to a communications course out of curiosity (as I did) or because your employer wishes it, you are likely to emerge unscathed. For the first day or two afterwards I blinked when I remembered to. I now do not even do that.

Rereading this article, I notice it is riddled with illicit use of the third person, but do not feel inclined to go back and alter it. Perhaps that is just what one would expect from a closet control person.

## US EQUITIES INVESTMENT MANAGEMENT

The opportunity for a young fund manager to take full responsibility for US equity investments with a successful pension fund management firm.

The company has achieved consistent, above average returns through a long-term value-investing philosophy and has grown to become one of the largest fund managers in its market.

Funds under management in US equities currently amount to about \$200 million. These have previously been managed in one of the company's overseas offices and the purpose of this appointment is to establish a US desk in London from where they will be managed in the future. You would have full responsibility for sector and stock selection and would contribute to determining asset allocation policy in overseas equities.

To be a candidate, you should have experience of managing institutional funds

invested in US equities. Our preference is to appoint a candidate with around 5 years' experience in fund management, of which part at least should have been obtained in managing a US equity portfolio. You must have had professional training and experience in investment analysis and a demonstrated ability to make sound investment decisions from your own judgement.

The company offers a fully competitive salary and benefits package, which will include company car and substantial bonus opportunity.

To apply, please write with full CV to: John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Tel: 071-222 7733 or Fax: 071-222 3445.

**John Sears and Associates**

Executive Search & Selection in Investment Management

A MEMBER OF THE SMCL GROUP

### STRUCTURED FINANCE

£65,000 plus bonus

Utilising its global branch network, the structured finance division of a major Investment Banking Group, has successfully closed some of the most innovative European cross-border transactions. In order to facilitate further expansion, an additional Transactional Structurer is sought. Currently with a major bank or "packager", applicants will have at least five years' relevant experience of the origination and structuring of £10m+ facilities. Proven expertise of operating in an advisory capacity will be advantageous.

Additionally applications are sought from numerate graduates with first class computer modelling skills gained within asset, project or structured finance for several positions in premier banks and advisory firms.

If you are interested in the above or other positions within the large unit finance sector, and have relevant expertise, please contact Peter Haynes or Keith Snow. No information will be disclosed without applicants prior consent.

Jonathan Wren & Co. Ltd.,  
Finance Recruitment Consultants,  
No. 1 New Street, London EC2M 4TP  
Tel: 071-623 1266 Fax: 071-626 5258

JONATHAN WREN LEASING

### Corporate Finance/M&A Up to £53,000

Outstanding opportunities exist for ambitious individuals with the flair and commitment to become an integral part of a rapidly changing environment. A number of premier UK Merchant Banks require several Mid/Senior level Financial Analysts, MBA graduates and newly qualified ACAs (first time passes) for their expanding corporate finance teams.

The successful candidates will:

- Have excellent academics (2:1 minimum)
- Be aged between 24-28 years old
- Demonstrate initiative and commercial acumen
- Have the desire to progress in a meritocracy.

If you meet these criteria, our clients can offer you unparalleled career opportunities.

### Risk Management/Equity Derivatives £24-40,000 + Benefits

This energetic derivatives group continues to expand to meet growing business demands. As a team, they manage risk exposure, create and present solutions to clients and provide strategic advice to traders.

As a potential candidate, you will have a quantitative background and be educated to degree level (minimum 2:1). At least 2 years financial sector experience is essential - preferably with exposure to derivative instruments including swaps, options and futures.

You will also possess strong analytical, excellent written and interpersonal skills and be able to demonstrate the ability to think laterally in order to add value to this innovative team. Prospects are excellent for the right candidate.

Please contact Janice Harper or Pascale Boucher on (071) 583 6073 (day) or 0772 812856 (evenings and weekends) or write to Badenoch & Clark, 16-18 New Bridge Street, London EC4V 5AU. Fax No: 071 353 3905.

### BADENOCH & CLARK recruitment specialists

## MANAGEMENT CONTROL MANAGER economic & financial studies

### Paris based

### attractive salary

Our client is a leading International Telecommunications organisation, providing vital information to most of the world's Airlines. They are currently seeking a finance specialist to assist the Director of their 20 strong Management Control Department based in Paris.

You will be responsible for the design and implementation of a range of management control systems that will promote the successful growth and diversification of this sophisticated business. This will entail economic and financial research and the production of detailed reports and presentations for the senior management team. Additionally you will oversee the production and analysis of management and company results.

This challenging position is one of considerable influence and will demand an in-depth knowledge of economics as well as at least 5 years' post graduate experience in a major Accountancy practice.

Proactive and ambitious you will be able to demonstrate an innovative approach to problem solving. A knowledge of French would be useful but is by no means essential. Some travel is envisaged for this position.

Our client offers an attractive salary and a generous benefits package that includes private health care and relocation package.

In the first instance, please write with full c.v., enclosing recent photograph, salary expectations and quoting REF FA100 to:

Floyd Advertising Confidential Reply Service,  
130 Buckingham Palace Road, London SW1W 9SA.

All replies will be sent, unopened to our client, unless addressed to The Security Manager, with a covering letter stating any company to whom you do not wish your details sent.

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Major Financial  
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North of  
England

### Assistant Treasurer - Capital Markets

Challenging position in a profitable, growing and increasingly complex financial services organisation with a balance sheet in excess of £10bn. Excellent business and customer profile with a commitment to developing its treasury function to support measured growth in the UK and internationally. With direct responsibility for longer term wholesale funding, key tasks will be to broaden the sophistication of funding opportunities and to play a major role in the future direction of the treasury team.

- Manage and develop international banking relationships in respect of funding and standby facilities, currently c. £3bn. Full responsibility for identifying and negotiating facilities. Reporting to Group Treasurer.
- Appraise new products and market opportunities worldwide to identify the most efficient funding, satisfying a growing funding appetite.
- Potential to build a small, expert wholesale funding team in the medium term. Forge close relationships with the risk management team. Manage internal and external legal support.
- Ambitious graduate relationship banker or corporate treasury manager, 30-40, with broad knowledge of progressive funding techniques and instruments.
- Inquisitive and creative self starter with strong commercially-focused analytical skills. Sharp intellect and well-developed numeracy.
- Fluent communicator with ability to network and negotiate effectively, both internally and externally.

London 071 973 8484  
Manchester 061 499 1700

Selector Europe  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. 900746132,  
16 Connaught Place,  
London W1 2BX

### MARKET RESEARCH & ANALYSIS MANAGER

International business development  
for this UK market leader in insurance

Up to £35,000

This organisation is the undoubted market leader in the UK healthcare/insurance sector. Building on its considerable reputation and expertise, it has developed a significant level of overseas business. There is, however, potential for yet further expansion internationally. Investigation of new business opportunities overseas always demands the support of high quality market research. The healthcare market, and the factors that influence it, are currently undergoing rapid change, and the appointee must develop and maintain a high level of information on the sector as a whole, on the insurance industry and on the various national health services and competition in target countries. Candidates must have solid experience in market research and analysis, preferably in a relevant sector, have the business acumen to understand the commercial implications of changes in the market and be able to contribute to the identification and assessment of potential business opportunities. Good communication skills are essential, together with an ability to read in at least one other European language. Please send full career details, quoting reference WE 3239 on both letter and envelope, to Judy Brasier, Ward Executive Limited, 4-6 George Street, Richmond-upon-Thames, Surrey TW9 1JY.

WARD EXECUTIVE

LIMITED

Executive Search & Selection

Central London base

### Global Custody Sales

Our client, the London Branch of a major US financial institution, is seeking to recruit a highly motivated sales professional to join its sales and marketing team. A recognised leader in the Global Custody marketplace, the company is looking to develop its client base in the UK and Europe.

Reporting to the Sales and Marketing Manager, the successful candidate will be given responsibility for new business development on a geographic or client basis. This position calls for outstanding communication and influencing skills together with the ability to interface with potential clients at all levels. In addition, candidates should have proven

track records within sales and will be able to demonstrate how this experience has enabled them to convert prospects into successful sales.

Candidates will be of graduate calibre and will be highly motivated, results orientated achievers. Whilst not essential, they will probably have gained their experience selling within or to the financial sector. Ideally, this expertise will have been gained in a securities related field.

This is an outstanding opportunity for the successful applicant to join a growing sales team. Compensation will reflect performance in this key sales position.

Interested candidates should write to George Corbett at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae. All applications will be forwarded direct to our client for consideration.

Please list in your covering letter any organisations to which you would not wish your CV to be sent.

76, Wadding Street, London EC4M 9BJ

**BBM**  
ASSOCIATES

Fax: 071-248 2814

## SWISS SPECIALIST SALESMAN

Our client is a European Investment Bank and a leading name in equity securities, both in terms of its distribution strengths and the quality of its research.

As a result of continued growth they are now looking to recruit a Swiss Equities Specialist to join their existing research and general sales team.

Reporting to the Head of European Sales, the successful candidate will work with the European research team. He/she is likely to have an analytical background, good knowledge and practical experience of the Swiss equity market and a successful track record of advising Anglo Saxon Investors. Foreign languages, especially German or French would be an asset, but are not a requirement. The position will be London based, but there may be scope for subsequent relocation.

For further information please contact Tana Akson on 071-623 1266

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

Specialist in Banking Recruitment

Wir sind eine der führenden deutschen Kreditinstitute und an allen internationalen Börsenplätzen vertreten. Der elektronisch gestützte Handel im Aktiengeschäft mit Kassa- und Terminprodukten, sowohl an den Börsen gehandelt, wie auch OTC, gewinnt zunehmende Bedeutung. Zur Leitung unseres dynamischen Teams im elektronischen/OTC Aktienhandel suchen wir einen erfahrenen, hochmotivierten

Abteilungsleiter

### Screen- und OTC Trading für Aktienprodukte

Ihre Aufgaben bestehen darin, Kassa- und Terminprodukte zu handeln, zwischen den Teilmärkten zu arbitrieren, Produktstrategien und Problemlösungen für Kunden zu entwickeln und die Steuerung der Risikoposition in Aktienprodukten zu übernehmen.

Wir erwarten neben einem abgeschlossenen Studium und einer soliden, mehrjährigen Berufserfahrung sowohl im Kassa- als auch im Terminbereich mathematische Grundlagen und fundierte EDV Kenntnisse. Moderne Kapitalmarkttheorien sind Ihnen bekannt. Führungsverantwortung und ein hohes Maß an Kreativität kennzeichnen Sie aus.

Wir bieten Ihnen eine Aufgabe, die hohe Ansprüche an Ihre fachlichen Fähigkeiten und Ihre Führungskompetenz stellt. Neben einer leistungsgerichteten Dotierung, die am Gesamtergebnis der Abteilung orientiert ist, sind exzellente Entwicklungsmöglichkeiten innerhalb des Bankkonzerns gegeben.

#### Sie fühlen sich angesprochen?

Dann rufen Sie Herrn Dr. Rolf Behrens oder Herrn Holger Elsner von Banking Consult GmbH, Lindenstraße 11, 61231 Bad Nauheim, Tel.: 06032-4041 an, die Ihnen gerne weitere Informationen geben. Selbstverständlich können Sie auch Ihre kompletten Bewerbungsunterlagen direkt an die von uns beauftragte Beratungsgesellschaft schicken. Absolute Diskretion ist selbstverständlich.

**BANKING CONSULT**  
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## FUND MANAGEMENT – UK EQUITIES

Broaden your investment experience in a small portfolio management team within a blue-chip organisation.

The company, part of a well-known group owned by some of the UK's most prestigious institutions, is responsible for the management of a variety of portfolios, many of which are invested in smaller companies.

In this position, you will be responsible for managing the UK equity portion of the group's in-house pension fund and for assisting in the management of an investment trust portfolio. As part of a small team, you will make an active contribution to investment strategy.

To be a candidate, you must have three to five years' experience in UK equity research

and some exposure to fund management. You will require strong communication skills in order to make effective presentations to senior management and pension fund trustees.

The company offers a competitive salary and benefits package including car, mortgage subsidy and bonus.

To apply, in strict confidence, please write to: Tony Tucker, John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Tel: 071-222 7733. Fax: 071-222 3445.

**John Sears and Associates**

Executive Search & Selection in Investment Management

A MEMBER OF THE  GROUP

## Fixed Income Manager/Analyst

### Excellent Salary & Benefits

Our Client is one of the leading Investment Management Houses in the City, with around £3.5bn fixed interest in funds under management.

The department is looking to strengthen its existing team by building up its research capabilities. The individual they are seeking will be specifically responsible for the areas of performance analysis and product development, in addition, they will also be managing Client's funds on a day to day basis.

The successful candidate should be mid 20's to early 30's with a maths or economics background, possess a significant knowledge on the Bond and Currency markets and is seeking the opportunity of managing money as well as being an analyst.

For a confidential discussion please contact Patrick Morrissey or Nigel Haworth on Tel: 071-236 2400, Fax: 071-236 0316 or in writing to Sheffield-Haworth Ltd, Price Rupert House, 61 Queen Street, London EC4R 1AD.

**SHEFFIELD-HAWORTH**  
Consultants in Search and Selection

## Assistant Manager ~ Financial Compliance

£35,000-£50,000 PACKAGE

consolidation accounting. This will be coupled with a knowledge of Bank of England returns and, ideally, US Federal Reserve and US Securities and Exchange Commission guidelines.

The role will demand highly developed communication skills, analytical reasoning, decisiveness and commercial awareness. Diplomacy and the ability to perform under pressure will also be essential requirements. Proficiency in the use of PCs and spreadsheets are prerequisites.

Remuneration will include a basic salary commensurate with experience, mortgage subsidy, company car, pension and private health scheme, bonus and 30 days holiday entitlement. Additionally, prospects for further career development are excellent.

For further information, please contact Charles Simeon on 071-404 3155 or write, enclosing brief details, to the address below. All enquiries will, of course, be treated in the strictest confidence.

**Alderwick Peachell**  
& PARTNERS LTD

Alderwick Peachell & Partners Limited, Recruitment Consultants, 125 High Holborn, London WC1V 6QA. Tel: 071-404 3155. Fax: 071-404 0140.

## STRATEGIST/ RISK TAKER

 HSBC Asset Management

London

Competitive Salary and Benefits

HSBC Asset Management is the international investment management business of the HSBC Group, one of the world's largest banking organisations. With global funds under management in excess of US\$26 billion, we offer a full spectrum of investment products for institutional and retail clients in all major financial centres.

The company now seeks a high quality individual for this exciting new global role. Responsibilities include: formulating foreign exchange projections, technical model development (with quant support); and active management of existing substantial TAA mandates.

The successful candidate will have several years' Money Centre Bank FX experience, particularly as a profitable proprietary positioner, who has the vision necessary to build this key growth element of our business.

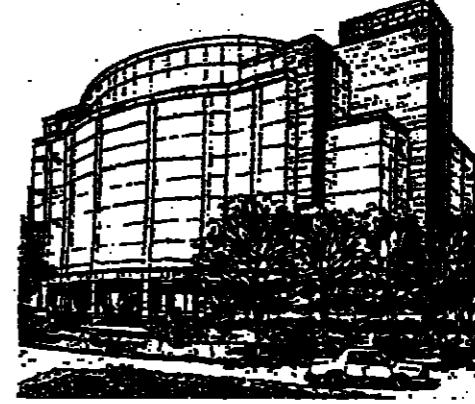
The post will be based in the London office, but there will be opportunities to visit the overseas offices in the asset management group.

To the right candidate we offer an excellent salary and full range of benefits.

Please respond in writing to Bryce McDonnell, James Capel Fund Managers Limited, 7 Devonshire Square, London EC2M 4HU, or call him in Hong Kong on 010-852-847-9007.

member HSBC group

 **Bank of Ireland**  
Group Treasury



Bank of Ireland is the leading provider of treasury services in Ireland. Due to continued expansion we have vacancies for individuals with initiative who will contribute to our reputation for innovation, professionalism and customer service. Positions are available in Dublin and London for individuals with the appropriate qualifications.

#### CURRENCY OPTIONS DEALERS (DUBLIN)

A minimum of three years experience working closely with corporate units to formulate innovative strategies to meet customer requirements. The ability to trade volatility on a proprietary basis is essential. Experience in interest rate options, while not a prerequisite, would be beneficial. Candidates must have a proven track record and the ability to keep pace with market developments.

#### FX DEALERS

A minimum of two years experience which will have been obtained in an active trading operation. Emphasis will be on Dollar/DEM and cross currency trading in European currencies. Candidates must be strongly motivated and innovative, with a broad perspective on markets.

#### TRAINEE DEALERS

Candidates must have spent a minimum of one year in an active trading operation. Positions exist in both currency and interest rate product areas encompassing both on and off balance sheet activities. Intensive training will be provided with a view to rapid progression for the successful individuals.

We offer career progression together with a performance related compensation package. Interested candidates should write enclosing a detailed curriculum vitae by Friday 19th November 1993 to:

Mr. F. J. Healy,  
Head of Personnel,  
Bank of Ireland Group Treasury,  
La Touche House,  
I. F. S. C.,  
Custom House Docks,  
Dublin 1.

## OPPORTUNITIES IN PRIVATE CLIENT ASSET MANAGEMENT

BWD Rensburg Limited, a member of the BWD Securities PLC Group, is a leading regional Stockbroker. The firm has around 300 employees with offices in Belfast, Birmingham, Bradford, Glasgow, Huddersfield, Leeds, Liverpool, Manchester, Rotherham and Sheffield.

We are seeking to strengthen our teams and have the following opportunities:

#### PRIVATE CLIENT STOCKBROKING AND FINANCIAL PLANNING SERVICES

Applications are invited from experienced professionals with proven track records in either financial planning or stockbroking, to join our teams in various offices and contribute to the continuing development and success of the business.

#### RESEARCH ANALYST

An opportunity exists for an individual to join the Research Team in Liverpool. Applicants should have at least 5 years experience in company/industry analysis, probably gained in either Fund Management or Research. Numeracy/literacy and excellent communication skills will be a prerequisite as the role will involve substantial liaison between our offices.

Please apply in writing with full C.V. and details of current remuneration package to: Jane Batson, Personnel Executive, BWD Rensburg Limited, Woodsome House, Woodsome Park, Penay Bridge, Huddersfield HD8 0JG

**BWD Rensburg Limited**  
Member of the London Stock Exchange  
Member of the Securities and Futures Authority

## Global Custody Experienced Operations Managers

Our client is a leading Global Custodian. The company's success has been built upon its commitment to providing outstanding customer service, recruiting and developing the highest calibre staff and investing in the technology essential to remaining at the forefront of this competitive industry.

The client now seeks to recruit two Operations Managers who will play key roles in positioning the business for the future. These managers should combine technical knowledge with the ability to initiate and manage change. Additionally, they must possess outstanding people management skills and a genuine interest in developing staff on an individual and team basis.

### Investment Manager Liaison

The successful candidate will have a dual focus. Firstly, to manage a team which services the needs of investment managers on a day-to-day basis. Secondly, and equally important, to manage the Bank's relationships with the investment management community. Consequently, candidates must offer proven track records in managing operations teams and must possess outstanding interpersonal and communication skills.

Candidates for both positions should be of graduate calibre with current securities industry knowledge. They should be accustomed to working in a technology driven environment and should be able to demonstrate their ability to deliver high quality customer service. In return, the organisation will offer competitive compensation packages and excellent career prospects.

Interested candidates should write to Sophie Mammé at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae. All applications will be forwarded direct to our client for consideration. Please list in your covering letter any organisations to which you would not wish your CV to be sent.

76, Watling Street, London EC4M 9BZ



### Operations Manager

This is an excellent opportunity for an ambitious operations specialist to manage a team with diverse processing functions. It is a high profile position within the operations division and the successful candidate will require the analytical and creative skills to review processes and to formulate and implement operational changes.

Fax: 071-248 2814

## Senior Investment Officer

£22,500

Manchester

The Royal Bank of Scotland is one of the UK's most prestigious and progressive financial services groups.

We now need an experienced investment professional to be responsible for reviewing trust portfolios at our Manchester Office. Amongst the 900 portfolios, a considerable number are of high value and include executorships, private trusts and settlements, charitable trusts and a clutch of small, self-administered pension schemes.

Additionally, your work will involve supervising and advising staff on investments matters and as part of a small team, you will help formulate the Trustee Division's investment policy. There will be considerable contact with stockbrokers to maintain valuable working relations.

You will need a professional investment qualification, strong technical competence and a sound knowledge of the current investment and economic scene.

In return, we're offering an attractive salary plus all the benefits associated with a major banking group, including subsidised mortgage facilities, profit sharing, Christmas bonus, generous holidays and a non-contributory pension scheme.

Please apply in writing to: Charlotte Proudfit, Personnel Officer, Personnel Department, The Royal Bank of Scotland Plc, PO Box 356, 45 Mosley St, Manchester, M60 2BE.

Committed to Equal Opportunities.

The Royal Bank of Scotland  
WHERE PEOPLE MATTER

## Bank Austria

### CORPORATE FINANCE

Bank Austria is the leading bank in Austria, with assets in excess of \$50 billion, and it forms the core of the country's second largest industrial group. The Bank is AAA rated. The London Branch has an innovative and rapidly expanding corporate finance business. We are looking for a commercially-minded professional to join the team to specialise in equity investment and structured finance both in the UK and Continental Europe.

The key qualities required will include the ability to quickly assimilate investment concepts, to produce concise analytical reports, and to thrive in an open and multidisciplinary environment where client service is paramount, and individual initiative is encouraged.

You will probably have an ACA, a liking for project finance, and proven expertise in capital structuring. Knowledge of German would be useful but not essential.

If you have the motivation to succeed in an unpredictable and pressurised business, please send your C.V. for the attention of the Personnel Manager to:

Bank Austria A.G.  
Bank Austria House  
32-36 City Road  
London EC1Y 2BD

FINANCIAL TIMES/LES ECHOS

### Paris Based EUROPEAN INSTITUTIONAL SALES REPRESENTATIVE

#### THE COMPANY

- Subsidiary of a large European financial institution, and a high quality American investment management firm. Parents manage a total of over US\$75 billion.
- Full investment management product line.
- Marketing and management of global investment services for institutions and high net worth individuals.

#### THE POSITION

- Senior marketing position. Direct responsibility for development of institutional investment management mandates. Support provided by a strong and long established European network.
- Job responsibilities include both marketing and client maintenance and communication.

#### QUALIFICATIONS

- Ten years business experience.
- Prior proven record of financial services marketing success.
- Candidates should have knowledge of major European institutional investors and business practices.
- Sales skills in English, French or other European languages desirable.
- Investment management experience desirable.

#### COMPENSATION

- Highly attractive and open ended incentive compensation package.

Please forward letter, in confidence, with supporting statements of past successes, resume and compensation history to Box B1900 Financial Times, One Southwark Bridge, London SE1 9HL. If there are companies you do not wish your application to be sent to, please mention it on the cover letter to the Financial Times.

### Opportunities abroad

Project funded under the British Government's Know How Fund for Eastern and Central Europe.

### Ukraine (Kiev)

Russian or Ukrainian speaking experts in various aspects of economic policy, financial systems and banking.

Duties: to advise and assist key ministries and departments in the Ukrainian Government (eg. Finance, Economics, State Property Fund, Anti-Monopoly Committee) in introducing economic and systemic reforms, and to strengthen the capacity of these institutions to deliver change.

Qualifications: EC citizenship; Russian or Ukrainian speaker; recent experience in a regulatory body or bank at Senior Management level, or in a research institution, with responsibility for economic policy.

Salary: £24,460 to £249,221, depending on qualifications and experience. Tax free depending on circumstances.

Benefits: free accommodation; fares and baggage allowance; medical cover; and superannuation compensation allowance of 16.75% of salary.

Contract: one year from January 1994.

Closing date for applications: 30th November 1993.

Applications welcomed from candidates on or considering secondment.

The British Council is committed to a policy of equal opportunities.

Requests for further details and application forms, quoting reference 93/971-88 and enclosing A4 s.a.e.(36p), to Overseas Appointments Services, The British Council, Medlicott Street, Manchester M15 4AA. Telephone: 061-867 7383. Fax: 061-867 7397.

The British Council  
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ODA

### Equity Research Opportunities RESEARCH ANALYSTS

Salomon Brothers' continued expansion in Hong Kong has created the need for several experienced Equity Research Analysts. Successful applicants will be responsible for sectoral coverage of the equity markets in Asia, outside Japan.

#### Requirements:

- A minimum of three years relevant experience in the industry.
- A post-graduate degree, preferably with a CFA designation.
- Excellent written and verbal communication skills.
- Strong quantitative grounding.
- Computer literate (including Excel and other advanced PC applications).

An attractive remuneration and benefits package, including relocation expenses, will be offered to the right candidates.

Applicants with proven experience, a drive for hard work, and the desire to contribute to an expanding research effort are encouraged to forward resumes to:

Salomon Brothers Hong Kong Limited  
Human Resources Department  
21/F, Three Exchange Square  
Hong Kong

Salomon Brothers

## INVESTMENT ANALYST/MANAGER

London

Excellent Package

Rapidly growing independently-owned global equity investment house based in the US with funds under management of approximately \$5bn is expanding its locally based coverage of UK and European stocks. There is a requirement for an analyst/manager to join the London office to take responsibility for UK and some European specialist stock selection.

Educated to degree level, numerate, literate and articulate, candidates will have at least five years' relevant experience. Aged in their late 20s to early 30s, they should be able to demonstrate a successful track record in stock selection, based on a rigorous, analytical approach. The ability to work as a key member of a closely knit team is essential. Fluency in German is desirable.

Apart from a competitive base salary the compensation package will include an attractive range of fringe benefits.

Please send your cv and a covering letter quoting ref: S1011 to:

SC

SELECTION

11 Little College Street, London SW1P 3SH

## QUANTITATIVE ANALYST

City

Investment Management

Competitive Package

Our client, a leading US global asset management company, is seeking to recruit an additional member for its small and highly successful Investment Technology team. Established in 1988, the team has been involved in the development of a sophisticated quantitative product for managing currency exposure.

The new recruit will work closely with a quantitative currency Portfolio Manager, assisting with the implementation of investment decisions and contributing to the research and development of new and existing products for the group's international investment funds. A genuine commitment to the long-term success and growth of the group will be rewarded with increased responsibility and promotion to full Portfolio Manager status.

Candidates will be numerate graduates, with a minimum of three years' quantitative experience in an investment management house and a sound understanding of investment products. In addition to possessing computer programming and analytical skills, candidates must be able to demonstrate creative thinking and flexibility, whilst maintaining a mature approach to investment decisions.

Interested candidates should send full curriculum vitae, including details of current salary, to Carol Jardine, Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB, quoting reference number WS/25/1.



WHITNEY  
SELECTION

Waters Luniss is the highly profitable stockbroking arm of Norwich and Peterborough Building Society. Backed by the substantial resources of one of East Anglia's leading financial institutions, the company's rate of growth has been dramatic during recent years. This expansion has involved the opening of new branches, the securing of high quality sources of new business and the introduction of innovative services.

### BROKERLINE MANAGER — Norwich

Waters Luniss Brokerline is one of the UK's most competitively priced telephone sharedealing services. It has enjoyed phenomenal growth during the past year. There are many opportunities to further promote the service and this new position has been created to pursue an active marketing strategy as well as to maintain a high level of customer service.

The successful candidate is likely to have experience of either retail stockbroking or financial services marketing.

### SHARE CENTRE MANAGER — Nottingham

As part of the continuing expansion of our branch network, this new Share Centre will be opened at the beginning of 1994. The role will involve business development, backed by our wide range of services including highly competitive commission charges, PEP's and a unique Instant Settlement Service.

You will be qualified to at least SFA Registered Representative status having gained thorough experience of dealing with private investors. The ability to bring existing clients is desirable, whilst a smart appearance and an outgoing, enthusiastic personality are essential.

Both positions offer a competitive salary and excellent career prospects.

Please apply in writing, with full C.V. and current salary details, to:

Richard Larmer, Managing Director,  
Waters Luniss and Company Ltd,  
2 Redwell Street, Norwich, NR2 4SN.

WATERS LUNNIS

A member of the Norwich and Peterborough Group

A member of The London Stock Exchange and SFA

## Chief Economic Adviser



On the departure of Andrew Sentance to a senior post at the London Business School the CBI will appoint a Chief Economic Adviser (CEA). The post holder will be responsible to the Director General for all aspects of the CBI's economic work: its surveys of business opinions, advice to Government and publications and conference programmes. The CEA will also manage the Economics and Tax Department and will be expected to represent the CBI publicly in many national and European fora.

Salary will be appropriate to a post of this importance.

Applications should be forwarded, enclosing a comprehensive cv, to the Personnel Director, Confederation of British Industry, Centre Point, 103 New Oxford Street, London WC1A 1DY. Please quote reference ECI.

### WISE SPEKE



A Member Firm of the London Stock Exchange and of The Securities and Future Authority

For ninety years, Wise Speke has built a strong reputation for its personal, efficient and dedicated service to Private Clients which it now provides from offices in Newcastle, Leeds, Middlesbrough, Manchester and London. We are looking to attract suitably qualified individuals to help develop our Private Client services. Candidates should be able to demonstrate a sound track record as successful Private Client Stockbrokers with the ability to expand an existing client base within a team environment. If you are interested in joining a successful and growing company, please send a detailed curriculum vitae to the Director of Operations at:

WISE SPEKE LIMITED  
Commercial Union House  
39 Pilgrim Street  
Newcastle Upon Tyne, NE1 6RQ

# Compliance Manager Global Securities House

City

£ Excellent Financial Sector Package

Our client is a leading Global Securities House with an impressive client base which includes institutional investors, major corporations, governments and their agencies. They are involved in a broad range of services including the origination, sales and trading of Fixed Income, Equity, Derivative and Treasury products; M&A, Corporate Finance and Asset Management. They seek to make a new appointment of Compliance Manager to the existing team.

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The successful candidate will be self-motivated and able to interact at all levels of the firm. A strong analytical mind is important as is the ability to work to tight deadlines. Good implementation skills will be vital. Several years' experience in a leading financial institution, although not necessarily in a securities research department, would be an advantage.

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Fax: 071-248 2814

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Gerald Limited is a leading clearer of Futures and Options in London maintaining memberships on all major London exchanges. On Liffe we are an important clearer of Locals, Institutions and Funds. As part of the expansion of our management team we require an individual to join our team in a senior administrative capacity taking administrative responsibility for our Liffe business which is located at 62 Queen Street, close to the exchange.

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## ACCOUNTANCY COLUMN

## Frustration down the line for litigation reform

Andrew Jack reports that the campaign by firms to limit liability is in danger of running out of steam

PAPERS circulating behind the scenes among the UK's larger accountancy firms show that there has been considerable thinking on changes in the law to shield them from the effects of law suits. So far, there has been rather less of a result.

The issue is whether the firms should be protected from the risks they currently run of being made responsible for paying out legal damages in excess of their culpability in an audit following the financial collapse or failure of a company.

Against them stand parliamentary priorities perceived to be more important: intransigence, fears of jeopardising the public interest and a wall of unsympathetic investors, banks, and even accountancy firms.

The UK profession has lagged behind its compatriots overseas in its campaign, in spite of its long-standing and relatively prominent position among firms both damaged by legal settlements such as over Ferranti and Johnson Matthey, and by potential claims, most voluminously in relation to the Bank of Credit and Commerce International.

Australia and the US have seen longer-running efforts to bring about reforms, with sophisticated lobbies developed to appeal for changes in the law over several years.

The first public indications that the UK was at work came this spring. Ian Greer Associates, a political lobbying firm, launched a programme of interviews with politicians, companies and opinion formers to assess their views on the subject.

The largest eight accountancy firms have since commissioned Greer on a

longer-term contract to advise on reforms. Steering the developments are a trio of senior partners, from Arthur Andersen, Coopers & Lybrand and Price Waterhouse.

A detailed, confidential discussion document obtained by the FT which was prepared in late March this year and runs to nearly 20 pages, provides an insight into the firms' strategies. It has since been updated, but is believed to still take broadly the same line.

It cites despairingly from the Department of Trade and Industry-sponsored report on auditors' liability submitted in 1989, which was prepared by Professor Andrew Likierman - recently appointed as the government's chief accountancy adviser.

The paper notes that little of its advice has been implemented, and that its recommendations are, in any case, "somewhat more muted than one would have wished".

It stresses that the potential damages facing accountants have escalated considerably since and argues that the current system is unjust, jeopardises the range of services now provided, and risks larger firms shedding "high risk" companies. It argues such a move would be against the public interest, no doubt much to the chagrin of smaller firms which might inherit these audits.

It also hints that without reform auditors might refuse to honour their commitments in the recommendations of the Cadbury committee report on the financial aspects of corporate governance, notably in verifying statements on whether a company is a going concern and in ensuring that

descriptions of internal controls are accurate.

The paper suggests five options:

- Incorporation of accountancy firms so they would conduct audit business as companies with limited liability.

- The introduction by law of a statutory cap on liability, as already exists in Germany at DM500,000.

- Reforming the law on joint and several liability, to make damages proportionate to blame rather than the current system where a defendant can be made to pay all an award.

- Compulsory insurance for directors and officers of companies, to ensure that these individuals have assets worth pursuing through litigation, rather than accountants being the sole target for redress because they have "deep pockets".

- Amending section 310 of the 1985 Companies Act (as the Likierman report suggests) to permit auditors to limit their liability by contract.

It goes on to dismiss the first three options. Incorporation, it argues, would still leave those involved in an audit vulnerable to personal liability in negligence cases and does not fully address the problem.

A statutory cap would be most appealing, by giving certainty to the level of potential liabilities as a result of litigation. But it argues that such reform has twice faltered in Australia, and that there are "real difficulties in convincing governments that capping legislation is necessary and entirely favourable".

Similarly in the UK, the campaign also seems to have lost some of its steam. The great groundswell hoped for this year has been postponed. Delays have returned empty-handed, though not without hope.

Over the summer, the senior partners of the larger firms met Mr Neil Hamilton, minister for corporate affairs at the Department of Trade and Industry, and received what they

considered to be a sympathetic hearing. Their representatives have since met officials several times.

On the other hand, as one senior Whitehall official put it: "There was a certain level of, shall we say, healthy scepticism about the proposals." They have been asked to come back with a stronger case which stresses how no group would be prejudiced by their proposals.

These figures are believed to be merely initial and illustrative, and the firms claim to be willing to be very open to negotiation on limits. They have also stressed in private that they have no problems paying out heavily where they are found to be at fault.

But the campaign for litigation reform seems to have been losing steam around the world. In Australia, proposals in New South Wales to introduce a cap on liability have founded. In the US, many businesses have supported the efforts of Cease, the coalition to eliminate abusive securities suits, which was spearheaded by the "big six" accounting firms. It hopes for a draft bill next year, though sentiment at public hearings held in the summer was not entirely favourable.

They can also hope for responsiveness from a new committee created by the Institute of Chartered Accountants in England and Wales, which expects to debate proposals by early in the new year. But many smaller and medium-sized firms seem to view the debate as irrelevant.

They may approach government officials again during the spring, and aim to build support with a more public campaign over the summer. Even if things go extremely well, they are unlikely to be able to squeeze any proposals on to the legislative agenda as soon as next year.

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CS First Boston has an established presence in Prague, being a founder member of the Czech Stock Exchange. Current activities include equity and fixed income trading, investments and corporate advisory. The firm is also establishing a voucher fund to participate in the second privatisation wave.

A recent financial commitment is required to take full responsibility for all aspects of financial and administrative accounting for the Czech operation. This is a hands-on, dynamic position requiring communication both locally and with London. A good level of German language is preferred. Ref: 22/1609.

In return comes the willingness to show initiative and to take on a broad range of responsibilities in a small office environment will include relocation assistance amongst other benefits.

Interested applicants should send a full CV to Tim Mungrove at Morgan & Banks Plc, Brettenham House, Lancaster Place, London WC2E 7EN quoting the relevant reference number, or if you prefer, call on 071-240 1040. Facsimile number 071-240 1052.

All applications will be forwarded directly to CS First Boston.

**Morgan & Banks**  
INTERNATIONAL

**COUNTRY CONTROLLER**  
Moscow

Negotiable  
Salary and  
Very Good  
Benefits



Cargill Inc is a multinational agricultural, industrial and financial corporation, operating in the highly competitive commodities manufacturing and trading markets. Cargill employs 66,000 people in 41 product groups in over 54 countries worldwide.

In support of its strategic expansion programme, Cargill is developing successful business operations throughout Eastern Europe. In Russia, Cargill is becoming one of the premier commodities groups, and an outstanding opportunity now exists for ambitious and commercially aware qualified experienced Accountants to participate in the continuing business development of the Russian Operations.

Fluent in Russian, candidates will be able to demonstrate

a sound understanding of Russian legal and statutory requirements, and must possess a good working knowledge of both Russian and Western accounting practices. A genuine ability to foster and develop professional relationships in both finance and other business areas is essential. Whilst relevant product knowledge would be desirable, candidates looking for a career move from the profession will also be considered.

Interested candidates should contact Jacqueline Long on (44) 71-387-5400 (evenings and weekends on (44) 81-876-5333). Alternatively write to her at FSS Europe, Drayton House, Gordon Street, London WC1H 0AN.



FSS EUROPE

FRANKLIN MINT

**FINANCE DIRECTOR**

Join a world leader where the bottom line is opportunity!

Franklin Mint is the world's leading direct-response marketing company. Our European operations encompass 13 countries.

Currently we have an outstanding position available for a qualified finance professional with 10-15 years' financial experience and the strong "hands-on" approach to management necessary to run our European finance operations based in London.

You will direct a staff of 25 in statutory and management accounting, budgeting, financial analysis, and cash management.

The Human Resources Department,  
Franklin Mint Limited, 138 Bromley Road, London SE6 2XG.

We are an equal opportunity employer.

Multinational financial experience is required. You must be willing to get into the detail and will need the ability to look strategically at the business and integrate finance with the other key functions to maximise profitability.

Sound interpersonal skills are a must; and a background working for a European branch of a U.S.-owned company would be a definite plus.

For consideration, please send your CV with full salary history and daytime telephone number to:

**FINANCIAL SPECIALIST - LONDON**

Exp in syndication, bonds, forex, LCs, Accounts. Degree 35-40 yrs. £30 - £40K. Int. Construction Co. Apply to

**CONTRACTS CONSULTANCY LIMITED**  
Tel: 081-871 2994  
Fax: 081-871 9461

**SUN SOURCE LIMITED**  
New Health Food Company  
requires  
FINANCIAL CONTROLLER  
Exeter  
c. £24,000 p.a.  
Must be experienced in network sales and computer literate.  
Please send C.V. to:  
Maurice Palty FCA,  
130 Buckingham Palace Road,  
London SW1W 9SA

**CHALLENGING SENIOR MANAGEMENT OPPORTUNITY**

**DIRECTOR OF AUDIT**

VALUE FOR MONEY AUDIT DIVISION  
OFFICE OF THE COMPTROLLER AND AUDITOR GENERAL

This is a senior level position and the person appointed will be responsible for the strategy, direction and management of the newly-formed Value for Money Audit Division in the Office of the Comptroller and Auditor General.

The key responsibility of the position will be to advise on and implement, on an ongoing basis, a value for money (VFM) audit strategy which will deliver high quality and relevant reports in an economic and efficient manner. The person appointed will, in addition, be a member of the Management Committee of the Office.

The position is likely to be of interest to persons with management or consultancy experience at a senior level in either the private or public sector.

**THE SUCCESSFUL CANDIDATE WILL:**

- possess a proven record in business analysis and performance evaluation;
- have displayed a capacity to operate effectively at a senior level in an organisation;
- have a detailed understanding of current management and operating practices in the wider business environment and an appreciation of the Public Sector.

The appointment will be on a five year contract basis and it is expected that the appointee will take up duty in early January 1994.

**SALARY:** £44,882

**CLOSING DATE:** 26 November, 1993

**CIVIL SERVICE COMMISSION**

Application forms and details from:  
The Secretary, Civil Service Commission, 1 Lower Grand Canal Street, Dublin 2.  
Telephone: (01) 6615611

**THE COMMISSION IS COMMITTED TO A POLICY OF EQUAL OPPORTUNITY**



## Head of Taxation

c. £80,000 + Executive Benefits

Bass PLC has revenues in excess of £4 billion generated from its international brewing, leisure and hotel operations. Through organic and acquisitive growth, the group has achieved leading market positions in its principal businesses. Bass recognises the critical future importance of its taxation policies as the group expands, and is seeking an individual with international expertise to manage the tax professionals working at the corporate centre and to co-ordinate with those in the divisions.

The Head of Taxation will be responsible for developing UK and overseas tax policies, gaining acceptance of them and ensuring they are achieved. A key requirement is to establish strong communication lines with divisional finance teams and to develop the central team in support of them. This is essentially a "shirt-sleeves" role demanding the ability to operate effectively at

both strategic and detailed levels, reporting on the tax issues to top management. The successful candidate will probably be aged 35-45 and will have displayed a high level of responsibility, maturity and personal initiative in his/her career to date. Ideally, he/she will have performed a similar role within commerce with broad exposure to UK, USA and other international tax issues, and with significant team-management experience. Leadership and communications skills are critical selection criteria for this position.

For further details on this exceptional opportunity, please contact Chris Nelson on 071 831 2000 (evenings and weekends on 081 785 6191) or write to him, enclosing a comprehensive CV, at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Strict confidentiality is of course assured.

**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## European Financial Controller

### Thames Valley

Our client is a rapidly expanding, multi-site European subsidiary of a market leading US Corporation. Engaged in the design and development of specialist software for international niche markets, the company has built a strong customer portfolio through technological innovation and outstanding service.

Working closely with the Managing Director, responsibilities will include the analysis and interpretation of management, financial and corporate reporting with particular emphasis on contributing to the profitable growth of the business. Key issues will be building strong working relationships with banks and other financial services providers and the progressive

development of pan European computerised information systems as a basis for day to day control and medium/long term planning.

Candidates, aged 30-36, will be graduate, qualified accountants with an impressive record of success gained in a fast moving, service driven, international environment. Excellent managerial and communication skills, high levels of drive and a practical, hands-on approach to business problem solving will be essential.

Interested applicants should forward a comprehensive CV, quoting ref 165000, to Mark Hurley ACMA, Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## Chief Accountant

### Cotswolds

Our client is a world class leader in aerospace electronics with an enviable record of outperforming its competitors under adverse market conditions. The success over the years has been attributable to a number of factors including the development and marketing of a significant number of unique products. The Group has an explicit commitment to invest in advanced manufacturing techniques and research and development, and is well positioned to exploit the opportunities of the 1990's and beyond.

Following a recent restructuring a new position of Chief Accountant has been created. Reporting to the Financial Controller key responsibilities will include:

- Control of all areas of financial and management reporting
- Compilation of budgets, forecasts and long term plans
- Implementation and development of management information systems
- Assisting in the formulation of strategy and policy making

▪ Management and development of a high profile team of accountants

▪ Commercial liaison across all functions and at all levels within the business

Successful candidates will be qualified accountants, aged 28-35 with operational experience acquired within a total quality manufacturing/engineering environment. Knowledge of MRP2 and advanced costing techniques would be advantageous. In addition, strong communication skills and demonstrated commercial acumen are important prerequisites. In return the Group offer an attractive package including relocation assistance if required. Considerable opportunities for career development exist within the Group.

For further information please write including a comprehensive CV showing current salary and benefits to Joe Graham BA CA or Paul Toner at Michael Page Finance, 29 St. Augustine's Parade, Bristol BS1 4UL and quoting reference number 154211.

**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## MIDLANDS TO £55,000 PLUS EXCELLENT BENEFITS

## Group Financial Controller

This large PLC has shown great resilience during the recession and on-going strategic planning decisions should ensure that the future will show further progress despite the difficulties of the UK and World economies. Considerable emphasis has been placed on ensuring that the Group's major trading companies are truly low cost producers in their fields of operation.

The position of Group Financial Controller now becomes vacant as one of the key roles within the Group. Emphasis in the position will centre around the maintenance of high standards of control over the form and content of the management and statutory accounts, together with the budgeting process. You will then have responsibility for identifying and appropriate measures are taken to address areas needing corrective action. In addition, you will help control the financial integration of acquisitions and the necessary financial arrangements relating to disposals.

Executive  
Resourcing

As an individual you will be a graduate member of one of the major accounting bodies with the ability to address complex financial and accounting issues and deliver solutions and results within strict time scales. You should have the courage of your convictions and possess the high standard of communication skills necessary to convey your message to senior colleagues. The position will demand very strong technical accounting skills together with hands-on operating experience. A working knowledge of a European language and competent computer skills are necessary.

This is a high profile appointment which offers attractive opportunities in a progressive group.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Executive Resource Limited, 76 Shoe Lane, London EC4A 3JB, quoting reference JE258 on both envelope and letter.



## KEY CAREER MOVES INTO THE CITY

### CHALLENGING OPPORTUNITY - STRUCTURED FINANCE

An exceptional opportunity exists for a high calibre ACA to join the structured finance division of a leading merchant bank. You will deal with the specialist areas of tax based and off balance sheet finance and limited recourse lending for a variety of blue-chip clients.

Whilst full training will be provided certain skills and personal qualities are essential:

- Above average intellect and level of numeracy, illustrated by first class academic qualifications and 1st time passes from a top tier firm.
- A creative mind able to contribute new ideas and look at figures in an innovative and original way.
- A high level of self-confidence, maturity and motivation.
- A highly polished and professional manner with strong verbal and written communication skills.

This post would suit a newly qualified ACA, aged 23-25, looking to embark on a challenging career in banking.

If you think you have the intellectual capability and the personal qualities necessary to meet either of these challenges, please contact Fiona Keil on 071 405 4161 or write to her enclosing a recent CV and note of current salary, at 5 Brams Buildings, Chancery Lane, London EC4A 1DY.

A MEMBER OF THE PSD GROUP

### HIGH PROFILE ROLE FOR AMBITIOUS ACA'S

This prestigious investment bank is actively recruiting in the area of Corporate Finance both at Analyst and Associate levels. Joining established specialist teams you will assist in the provision of a wide range of corporate financial services to clients throughout the UK and Continental Europe.

Full training will be given in all areas of M & A, Financing, M&A, Project Finance etc. and you will be expected to assist from early on in improving procedures and introducing new ideas.

Whilst exposure to banking audit and/or due diligence work would be an advantage, more important by far will be your ability to match our high standards of quality and dedication. In order to be considered for this role you must have (minimum 21 years) with 1st time ACAs passes from a top six ranked firm and a maximum of 12 months p/q experience.

Reliability, confidence, outgoing personality, along with a high degree of maturity and professionalism are essential and preference will be shown towards those fluent in another European language.

£25,000-32,000  
PLUS BONUS

CITY  
BASED

EXCELLENT  
BENEFITS

## Michael Page Group PLC Regional Manager

### Leeds

Michael Page Group PLC is one of Europe's most successful executive recruitment consultancies. We are at the forefront of one of the most dynamic and demanding service industries and we intend to stay there.

Michael Page Finance is the largest subsidiary within the Group and regular readers of this newspaper will be aware of the scope of our activities around the UK.

We now seek to appoint a Regional Manager to develop further our interests in Yorkshire and the North of England.

Candidates, already having gained several years experience in financial recruitment, must also be able to demonstrate leadership qualities coupled with the maturity and stature to

c £35,000 + Car + Bonus

build upon the strong business relationships the Group enjoys with our clients in the North of England. You probably feel restrained in your present company and are looking for a role where you are given autonomy and scope to develop. You must be able to work under pressure and be the type who thrives in a young company which truly believes in a "work hard/play hard" philosophy.

In return we offer a highly competitive remuneration package coupled with the opportunity to develop a long term career with the best name in the business.

Interested applicants should contact Stephen Banks ACMA, Director, on 0532 450212 or write to him at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX.

**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

**Price Waterhouse**

EXECUTIVE SEARCH & SELECTION

## Director of Operations

Finance, Administration & Compliance  
c.£60,000 + bonus + car London

Since its establishment in the 1980s, this young, forward looking investment management company has achieved significant expansion, through both acquisition and organic growth.

The company now wishes to appoint a Director of Operations whose abilities will add value now and be able to make a long term contribution to the company's future development. As part of their small executive team, the individual will have overall responsibility for the development and management of their finance, compliance and administration departments.

Key tasks will include:

- Contributing to the strategic development of the business
- Monthly financial management reporting, including financial results, budgets, forecasts and plans
- Monitoring and developing their complex suite of financial and administration systems

- Day to day management of small departmental teams of staff
- Reviewing and maintaining administration and compliance processes.

To qualify for the appointment, you will have a strong track record at a senior level within an asset/investment management organisation. Ideally you will be qualified accountant or have a strong financial/management background, and, most importantly, have experience and knowledge of IMRO.

In personal terms you must be a team player with natural leadership qualities. Good communication skills, plus evidence of achievement at both strategic and operational level is a prerequisite.

Please write, enclosing a full CV and quoting reference J/1411 to Judith Richardson at the address below:

Executive Search & Selection, Price Waterhouse,

Milton Gate, 1 Moor Lane, London EC2Y 9PB.

## Finance Director

London c£65,000 + options + car

Our client has established an enviable worldwide reputation, carving out a niche position within the business communications industry. Formed nearly 20 years ago, it has an impressive client base in both private and public sectors.

The immediate priority is to appoint a Finance Director with the necessary financial skills to enhance the existing infrastructure of financial controls and procedures across this multi-operational, "time-based" business. Strong IT skills are required, together with the experience and presence to handle a possible future flotation.

To succeed in this role, the Finance Director must assume front-line accountability, becoming closely involved in the detail of the business and providing considered financial control, analysis and evaluation of business issues, both in the UK and on an increasingly international basis.

A Chartered Accountant, aged 35 plus, with effective communication skills, you must be able to demonstrate a proven track record in a fast-moving service organisation.

Please send a full CV, quoting reference B/444/93 to Steven French.

**KPMG** Selection & Search

Peat House, 2 Cornwall Street, Birmingham B3 2DL.

## Outstanding Career Opportunities for High Calibre Achievers

### Consumer goods

to £35,000+ Car

Surry

Aged 26-30

**MA**  
MARTIN WARD ANDERSON  
FINANCIAL CONSULTANTS LTD

This one billion pounds turnover Group is renowned for manufacturing and marketing a broad portfolio of quality consumer goods. Having recently invested significant sums in advanced manufacturing systems, the Company is poised to take advantage of major growth opportunities.

Customer-focused and entrepreneurial in style, it now requires two outstanding young accountants for the following positions:

#### Management Accountant - Branded Products

The key objective will be to provide a focused, creative management accounting service for Business Management. Responsibilities include:

- analysis and interpretation of business performance
- review of commercial risks and opportunities
- preparation of management accounts and final results
- new product costing
- pricing advice
- systems development.

A minimum of two years' PQE gained within a large FMCG organisation is a minimum requirement for this role. (Ref 0412)

Aged 26-30, candidates must be graduate calibre qualified accountants with broad technical experience including product and standard costing and a knowledge of networked PCs and mainframe systems. Personal qualities must include professional credibility, a robust but adaptable personality, together with excellent communication and interpersonal skills. At a time of great change, mental agility and the ability to develop creative solutions to business problems are vital attributes.

Applicants should write, enclosing a Curriculum Vitae and details of current salary, to Tony Martin, Martin Ward Anderson, Goswell House, 1079 Goswell Road, London WC1H 9AS. Please quote the appropriate job reference number. Alternatively, telephone him on 071 580 8881 or 081 596 7309 (evenings and weekends).

#### Management Accountant - Production

Based in the production function at Group HQ, this role has responsibility for coordinating the production of management information for four state-of-the-art manufacturing plants. Duties will encompass:

- budgets, forecasts and flash results
- product costing and input to new product development
- factory performance review
- capital expenditure appraisal
- systems development
- advice and support to production management.

A minimum of two years' PQE gained within a large manufacturing group is required for this post. (Ref 0413)

## Accounting Manager

### Leading Worldwide Financial Institution

to £65,000 Package

Our client is one of the world's largest and most successful US worldwide securities houses. An opportunity has arisen within the European Finance Group for a high calibre professional to head up one of the financial accounting groups.

Reporting to the Controller - Europe, with the assistance of a dedicated team of 15, your responsibilities will include:

- Accounting and control of the substantial European expense base including accounts payable, cashing, fixed assets and expense allocation functions.
- Liaison with the US head office and other European offices on all expense reporting and control issues.
- Active involvement in and initiation of enhancements to financial controls and systems.
- Preparation of statutory accounts and ad hoc projects and reporting.

**HARVEY NASH PLC**

### City

Candidates will ideally be aged between 30-35, be a graduate ACA with no less than 6 years PQE, preferably within a financial services group. You will possess a strong financial accounting background, and be highly computer literate. The nature of the position demands a mature, performance oriented and flexible individual who is able to competently work with senior Finance and Business Management and to extract the best from those working in the team.

This represents an outstanding opportunity to join a highly prestigious organisation with excellent potential for career progression, based on individual merit.

If you believe you have the pre-requisite skills and drive, then please write, enclosing your CV to the advising consultant Jonathan Kidd, at Harvey Nash PLC, Dragon Court, 27-29 Macklin Street, London WC2B 5LX. Telephone 071 333 0033. Please quote Ref: HNF105.

## MANAGEMENT ACCOUNTANT - INTERNATIONAL SECURITIES MARKETS

### PACKAGE C. £45K

Outstanding investment performance and leading-edge technology have made Buchanan Partners a leader in applying quantitative techniques to securities markets in Europe, Asia and Latin America. Our hedged investment techniques include multifactor equity modelling, statistical trading techniques, risk arbitrage and derivative arbitrage. Due to continuing expansion in the hedge funds under management we are looking for a further accountant within our return-oriented investment team.

Candidates must be qualified accountants with a strong academic record and have at least two years experience within an investment management or securities trading environment. They should have excellent technical skills together with the ability to implement systems solutions in a PC based environment. A broad knowledge of financial instruments including derivatives would be an advantage.

Compensation will not be an issue for highly motivated candidates. The attractive remuneration package will include participation in the firm's profits.

Please send your cv to:

**Nicholas Moran**  
Finance Director  
Buchanan Partners Limited  
3 St James's Square  
London SW1Y 4JU

Fax: (71) 973-8072



Member of SFA

## FINANCIAL CONTROL AT THE NERVE CENTRE OF THE BUSINESS

Package to £55K+Car - Bristol

Launched only 10 months ago, National Westminster Life Assurance has already climbed into the top 20 list of UK life companies. In the first six months we achieved £58 million in new business income from a standing start... a phenomenal performance universally acknowledged by our industry competitors.

Management Services Division (MSD) is the nerve centre of the entire business, being responsible for the development, implementation and support of leading-edge IT systems. As such it drives the company as well as Facilities Management, Business Analysis and other key strategic functions.

The appointment of a Financial Controller to MSD is a priority now that the company is successfully up and running and building for long-term growth.

An open brief, to investigate, recommend and implement effective financial controls and management will be given to the qualified accountant we're seeking for this predominantly project-driven environment.

**National Westminster Life Assurance**  
We're here to make life easier

Your mission will demand the stature to gain immediate respect of senior managers, the sensitivity to impose changes without damaging relationships, and the tenacity to win acceptance for new courses of action. You will be working within the overall framework of corporate objectives and there will also be an involvement in Corporate Financial Management strategies such as Activity-Based Costing.

Such a challenge calls for at least five years' post-qualification experience, with at least two years in a Financial Control role in a large, commercially-focused organisation. This could have been in any sector of industry including manufacturing. It will be your knowledge of sophisticated techniques, your qualities as a team player and your track record as an achiever which matter above all.

A leading management guru recently concluded that NatWest Life "... has sought to ensure that it is fated to succeed". If your talents match the task, you can anticipate a stimulating challenge and a thoroughly rewarding future in the company.

The package includes performance-related bonus, profit share, mortgage subsidy, non-contributory pension and relocation assistance where appropriate.

Please write with a full cv to: our retained consultants, WTH Executive Resourcing, Wheale Thomas Hodgins plc, 13 Berkeley Square, Clifton, Bristol BS8 1HG, for the attention of Tony Hodgins ACA, quoting ref 1243/FT.

*NatWest Life is an equal opportunities employer*

## Treasury Manager

### West London c.£40,000+ Car + Benefits

Our client is a major force in the entertainment and information businesses. The ongoing process of cultural change which currently pervades the organisation has led to a reallocation of responsibilities. As a result, an exceptional opportunity has arisen for a banking and treasury specialist.

Reporting to the Group Treasurer, this individual will develop a control framework which promotes greater commercial discipline, increased efficiency and cost minimisation. Initial priorities will be to improve cash flow management, optimise banking procedures and introduce more cost effective systems for handling payments and receipts. The ability to provide a proactive, responsive service to accounting departments and business managers will be a critical success factor. Additional responsibilities include deputising for the Group Treasurer and ad hoc project work.

Educated to degree level and holding, or committed to, an ACT qualification, candidates should have 3-4 years' relevant treasury experience which includes management of large, diverse cash flows, exposure to electronic banking systems, familiarity with EFT/EDI developments and in-depth knowledge of UK banking/money markets. An additional banking, accounting or MBA qualification is highly desirable. Essential personal qualities include initiative, adaptability and first class communication skills. This position represents a step on the career ladder, rather than a 'job for life', and will suit an ambitious professional with a track record indicating drive, energy and desire to progress.

Please write, in confidence, enclosing full career and salary details, to Tim Knight, quoting reference TCK111.

**KPMG** Selection & Search  
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

### Outstanding ACA with Commercial Directorship potential

## GROUP FINANCIAL MANAGEMENT

to c.£33,000 + Car

### Surrey

The Berkeley Group plc is arguably the most successful UK house builder of the 1990's and last year saw sales increase by over 40% to £182m and profits by 25% to £15.8m. They are set to continue expanding and to achieve their strategy of being the most profitable group in their sector.

Initially based at the head office in order to familiarise yourself with the Group and its businesses, it is intended that after a short period (6 months+) you will move to an operating division becoming a Commercial/Finance Director. The initial role will report to, and assist, the Group Controller in ensuring the effective financial management, control and

planning of the Group.

Candidates will be ACA's who possess strong leadership and interpersonal skills, and aged 27-32. You will also need to have an enquiring mind and possess the determination to progress.

Interested individuals should write enclosing a full CV to:

David Rush, Director,

Management Selection Consultants Ltd,  
11-12 Hanover Square,  
London W1R 9HD.

Tel: 071 495 7711.

Any direct applications will be forwarded to our consultants.

**Management Selection Consultants**

## INTERNATIONAL ACCOUNTANT

### Based Northern Home Counties

For more than 70 years, our client has been one of the major forces in the construction and civil engineering industry, achieving an enviable reputation by providing high-quality solutions to international projects.

In this high-profile management role, which involves regular overseas travel, you will have overall financial control of the company's international division. Your wide-ranging responsibilities will include the financial control of contracts; managing funds and currency exposure; and advising on project finance.

A qualified accountant, probably in your early 30s to 50s, you will have experience of overseas operations in a

construction-related industry, and strong knowledge in the areas of financial management, ECGD, project finance, and currency and tax management. Excellent interpersonal and communication skills are important, and you will need to be highly mobile.

In return, our client is offering an attractive salary and benefits package together with the scope to develop an outstanding career with a major company.

To apply, please send your cv, quoting reference H7047, which will be forwarded to our client unopened. Address to the Security Manager if listing companies to which it should not be sent. PA Consulting Group, Advertising and Communications, 123 Buckingham Palace Road, London SW1W 9SR.

**PA Consulting Group**

*Creating Business Advantage*

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

**CJA**

Good career prospects exist within this expanding company to move within the group

## BUSINESS MANAGER

£27,000-£30,000 + BENEFITS

**INTERNATIONAL DEBT RATING SUBSIDIARY OF MAJOR U.S. GROUP**

The U.K. business unit of this well-known company has grown rapidly in recent years. The successful applicant will work closely with the Operations Director and will continue to develop and implement new systems for financial and administrative control to generate the management information for performing analytical reviews of the operations, monitoring budget variances, etc. There will also be ad hoc commercial projects for London and New York. Applicants (aged 24-32) should be degree calibre and must have formal accounting experience and, as hands on experience is of greater importance, need not be qualified accountants. Systems and EDP experience and experience in the financial sector will be an asset. This is front line position with contact with management throughout the group. Initial remuneration negotiable 27,000-£30,000 + excellent benefits. Applications in strict confidence under reference BM4920/FT to the Managing Director, CJA.

**RECRUITMENT CONSULTANTS GROUP**  
2 London Wall Buildings, London Wall, London EC2M 5PP  
Tel: 071-588 3588 or 071-588 3576  
Fax No: 071-256 8501

Good career prospects exist within this expanding company to move within the group

## BUSINESS MANAGER

£27,000-£30,000 + BENEFITS

### APPOINTMENTS ADVERTISING

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every Wednesday &

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international edition

every Friday.

For further information please call:

Gareth Jones

on

071 873 3199

Rachel Hicks

on

071 873 4798

Andrew Skarzinsky

on

071 873 3607

### FINANZ DIREKTOR

Mitglied der Deutschen Firma in England sucht einen qualifizierten Brüderlichen Finanz Direktor für den norddeutschen Raum. Alter 30-40, mit Universitätsgrad und möglichst Diplom Betriebswirt. Gute Verdienssmöglichkeiten.

Phone +44 (0) 493 546-835.

### FINANCE DIRECTOR

PHILIP WILSON PUBLISHERS LIMITED  
London  
A Finance Director is required for this independent publishing house and owner of the  
Zwemmer bookshop chain which has a turnover in excess of £5m.  
Working part of a small management team you will be aged around 30 with proven  
commercial experience, computer literate and a hands-on approach.  
Controlling small commercial teams, you will be responsible for the development and  
implementation of right financial disciplines as well as the usual management account, cash  
flow, budgets and statutory reporting.

Please write with full CV, including salary history and daytime telephone number,  
to Box 81901, Financial Times, One Southwark Bridge, London SE1 9RL.



## FINANCE MANAGER - CHALLENGING ROLE IN A FAST MOVING ENVIRONMENT

C.£35,000 + CAR + BENEFITS

### HERTS

SmithKline Beecham is one of the world's leading healthcare companies with worldwide sales of over £5 billion. Divided into four business sectors, Pharmaceuticals, Animal Health, Consumer Brands and Clinical Laboratories, each ranks among the world's leaders in their respective industries.

The company continues to remain at the forefront in terms of its pharmaceutical Research and Development and an exceptional opening now exists for a high calibre individual to join the newly established R&D financial team.

- Responsibilities are high profile and will encompass:
- providing a financial reporting, budgeting, planning and control service
- defining, implementing and maintaining standard transnational procedures, processes and accounting systems
- ensuring R&D expenditures are positioned to maximise tax savings
- exposure to treasury issues and involvement with specific project work

The successful candidate will be a graduate qualified accountant, with up to five years post qualification experience, preferably gained in a multi-national business environment. Strong financial and management accounting skills coupled with a sharp analytical mind are demanded.

Personal qualities will include a hands-on approach, a high level of motivation, and the ability to communicate at all levels and across all disciplines. You will also be a strong team player with a demonstrable record of achievement to date.

This is an outstanding opportunity for an ambitious and talented individual to join a highly successful organisation, offering a comprehensive benefits package, including relocation assistance, and excellent career opportunities.

Candidates whose background and ability match this opportunity should write, enclosing a detailed CV, to Simon Moser at Robert Walters Associates, 25 Bedford Street, London, WC2E 9HP. Fax 071 915 6714.

ROBERT WALTERS ASSOCIATES



### BUSINESS ANALYST

#### Woking, Surrey

Package to £30,000 + Car

Our client, Telewest Communications Group Limited was created in April 1992 to provide management and support services for the U.K. Cable interests held by the joint venture between Telecommunications Inc. (T.C.I.) and U.S. West, two leading U.S. multi billion dollar turnover corporations.

As the U.K. leader in the competitive cable television and telephony market places, Telewest is poised for further rapid growth and needs to supplement its finance team with a commercially aware analyst. You will play a key part in the development of the telephony side of the business and will be responsible for providing competitor analysis and internal costings for the Marketing and Telephony operating departments.

The telephone market is complex and we are therefore seeking an exceptionally bright individual with a strong financial analysis background preferably gained within the industry. First class communication and interpretation skills are obviously a pre-requisite, as is an impressive educational background probably encompassing a recognised accounting qualification.

The position represents an outstanding opportunity within this young, growth industry and will require a committed professional with energy and drive.

For further information please contact Karen Heathfield on 0444 416636 or alternatively post or fax your CV to her.

PLEASE NOTE THAT ALL APPLICATIONS WILL BE FORWARDED TO HEATHFIELD HARGREAVES LTD.



Heathfield Hargreaves  
Limited  
Chaucer House, 6 Boltro Road, Haywards Heath, West Sussex RH16 1BB  
Fax: 0444 416002

## TAX RELIEF FOR INTEREST AND FINANCING COSTS

A seminar presented by



in association with



at The Connaught Rooms, London WC2

on 18th November, 1993

Recent changes in both tax legislation and case law mean that obtaining effective Tax Relief for Interest and Financing Costs has become increasingly difficult. In association with the Financial Times, Robert Walters Associates is sponsoring a seminar aimed at discussing the most relevant issues, surrounding this highly complex area of finance.

The three experienced speakers below will address aspects of the topics including:

- UK issues relevant to Debt Financing Instruments and Preference Share financing.
- Changes introduced by the Finance Act 1992 and 1993.
- Structuring payments gross with relation to quoted Eurobonds, short interest, zero coupons and Treaty payments.
- International Aspects of tax-efficient cross-border financing.
- managing group cash tax efficiently and recent developments in Germany and the USA regarding the deductibility of interest.
- Tax relief for interest under UK Legislation and the commercial aspects of funding subsidiary operations
- Capitalisation of interest and the increasing importance of accounting treatment in relation to tax relief.



Admission is by invitation only. To book a place or to receive a transcript of the event contact Julie Peacock at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP. Tel 071-379 3333 Fax 071-915 8714

## FINANCIAL DIRECTOR

### Snowdonia

Salary circa £35k+

Our client is a dynamic and expanding manufacturer of specialist confectionery. Rapid growth is being generated by products which have a technological lead and marketing edge. This growth has created an opportunity for a qualified accountant who should have experience of providing accurate information and exercising financial control within a fast moving manufacturing environment. Modern management is a hallmark of our client's business success and it is essential that you are able to demonstrate leadership and ability to work as a member of an executive team. Your interpersonal, motivational and negotiation skills should be of the highest order. You will be responsible for the effective, efficient and accurate management of the company's accounts, banking and funding information. To assist you, a small, dedicated and skilled team is in place. The business is privately owned and supported by a leading venture capitalist. It is based in the Snowdonia National Park and will particularly appeal to someone wishing to combine a challenging and demanding career with the attractions of a rural lifestyle. Please write in the first instance, quoting reference 5568/BILL, with full personal, career and salary details, to the company's advisers.



Walton Churchill PLC, Britannia House,  
32 High Street, Northwich, Cheshire CW9 5BL  
Fax: 0606 40269.

## EXECUTIVE SELECTION CONSULTANTS

### London, SW1

Highly competitive salary

Walton Selection is the recently-formed subsidiary of Whitney Selection, a leading international search company. It shares its parent company's excellent reputation for market awareness and professionalism. In order to capitalise on the company's early successes, it now plans to recruit at least two additional consultants to join its small, hard-working team.

Candidates will be graduates or MBAs, ideally aged 28-45, with at least three years' experience of working in a leading executive recruitment consultancy specialising in banking, financial services, commerce or industry. A proven capacity to build a high-quality and loyal client base is essential. Good performance will be generously rewarded.

Working closely with the Managing Director, candidates must demonstrate high levels of stamina, initiative and integrity, in addition to a genuine commitment to the company's growth.

Interested candidates should send a full curriculum vitae, including details of salary, to Carol Jardine, Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB, quoting reference WGEL/FT.

WHITNEY  
SELECTION

## HOTEL ACCOUNTANT

We require an experienced hotel accountant to implement and control all areas of the fully computerised financial systems at the soon-to-be opened 90 bedroom 4 star Radisson Hotel and Country Club. The facilities include a swimming pool and leisure club, an 18 hole golf course and conference facilities for up to 350.

Applicants must have experience of preparation of accounts and management information, food and beverage controls, and be used to supervising staff.

If you are ready for a positive career move phone Brian Stowell on 0624 661111, or write with full CV to:

Brian Stowell  
Mount Murray Country Club  
Santon, Isle of Man

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## SENIOR FINANCIAL ANALYST

To £28,000  
+ Car  
+ Benefits

Crawley  
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Owners Abroad is one of the UK's leading tour operators with a turnover in excess of £650m and a portfolio of well known brands that include Enterprise, Sovereign and Sunnedi. It now seeks to recruit a young qualified Accountant to join their team of Financial Analysts.

Operating in a highly competitive market, the continued success of the Group depends on the financial support and appraisal of its marketing function.

Key responsibilities will include pricing, margin appraisal, strategy evaluation and sensitivity analysis.

To be considered for this challenging position you will be a young qualified Accountant with at least 18 months post qualification experience ideally gained within a fast moving commercial environment.

If you feel that you have the business flair and believe you can make an impact on the business please contact Viv Blake on 071-387 5400 or write to him at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. Alternatively fax your CV on 071-388 0857 (Quoting Ref: 24).



## ROTCH PROPERTY GROUP

### CORPORATE TAX MANAGER

SALARY NEGOTIABLE

This expanding property investment Group is seeking a Corporate Taxation Specialist with experience in Property Tax Planning, International Structuring, Property VAT and general Tax Compliance matters.

We are seeking an energetic, commercially minded person to control all taxation aspects of the group. Responsibilities will include the provision of quick, practical judgement on the tax related issues of potential deals; tax planning for multinational groups; contributing to a small dynamic management team in respect of tax driven deals; arranging and negotiating capital allowance claims; and preparing or overseeing day to day Corporation Tax, VAT and PAYE compliance work.

The successful applicant for this position will probably have gained experience with one of the large accountancy firms, had extensive involvement with the property sector, practical experience of tax planning issues and be used to dealing with the Inland Revenue. A working knowledge of VAT and other property related taxes is essential.

Interested applicants should write to: Michael Ingham, Financial Director, Rotch Property Group Limited, 7th Floor Lecorfield House, Curzon Street, London W1Y 7FB, enclosing a full Curriculum Vitae which will be handled in the strictest of confidence.